



GET THE TRAINING YOU DESERVE

2021 COURSE CATALOG



Mission: BMRA strives to provide high-quality, flexible, custom training content and consulting to government and industry partners so that they may realize immediate increased efficiency, scalability, and performance for their employees.

We offer more than 130 up-to-date training courses designed by credible subject matter experts. Contact us at businessdevelopment@bmra.com or reference www.bmra.com for more information.

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BMRA is a **service-disabled, veteran-owned small business** with over 45 years of experience in acquisition, program/project management, and leadership training and consulting. Our customers include Federal agencies, state and local governments, and private industry both domestically and overseas. BMRA has a fully staffed support office in Manassas, VA, with easy access to all Federal agencies in the Washington, DC and Baltimore, MD metropolitan regions.



BMRA's quality courses, instructors, and consultants are responsible for advancing the careers of more than **200,000** government and industry employees. We enable the rapid adoption of workplace standards and practices, countless hours of increased productivity, and decreased workplace errors. BMRA's history is grounded in the continuous improvement of government processes and people. Our founder, Donald E. Sowle, was a member of the Commission on Government Procurement, a panel giving rise to the Federal Acquisition Regulation, and served as Administrator of the Office of Federal Procurement Policy from 1981 - 84. Decades later, we continue to improve workplace processes by delivering timely, customized content, training, and targeted consulting. Our goal is to meet the ever-evolving workforce training needs of those who serve and contribute to the public trust.

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Your mission is our mission:

At BMRA, we understand technical courses can be tough to take. Dry content and unrealistic scenarios can make for challenging courses with little connection to your workplace or position. That is why we pride ourselves on working with acquisition business professionals at all levels, and other subject matter experts from our agency clients to bring you content that is relevant and directly applicable to your job and performance. We strive to find instructors, facilitators, and consultants who have personal, in-depth knowledge of your agency and sometimes, your department. These folks speak the language and are able to craft the content, so it is driven home in your performance back in the office.

Not all training vendors will go the extra step to marry subject matter expertise with agency - centric knowledge. At BMRA, *it is our signature*. We truly believe better courses that enable you to “see” the application of the knowledge as it relates directly to your function ensures the highest performance results from training.

We look forward to learning more about your needs and how we can help.

For more information, please contact us at businessdevelopment@bmra.com.

Table of Contents

Contracting Courses	10
FAC-C Courses	10
FAC-C Certification Roadmap	11
CON 091: Contract Fundamentals	12
CON 100: Shaping Smart Business Arrangements	13
CON 121: Contract Planning	14
CON 124: Contract Execution	15
CON 127: Contract Management.....	16
CON 170: Fundamentals of Cost and Price Analysis	17
CON 200: Business Decisions for Contracting.....	18
CON 216: Legal Considerations in Contracting	19
CON 243: Architect-Engineering Services Contracting	20
CON 244: Construction Contracting.....	21
CON 260: Small Business Contracting.....	22
CON 270: Intermediate Cost and Price Analysis	23
CON 280: Source Selection and Administration of Service Contracts	24
CON 290: Contract Administration and Negotiation Techniques in a Supply Environment	25
CON 360: Contracting for Decision Makers	26
ACQ 265: Mission-Focused Services Acquisition	27
ACQ 370: Acquisition Law	28
FAC-COR Courses.....	29
FAC-COR Certification Roadmap	29
COR I: Basic	30
COR II: Intermediate	31
COR III: Advanced.....	32
COR Refresher.....	33
Advanced COR Refresher	34
COR Recertification Suite	35
Contracting Electives	36
Acquisition of Commercial Items	37

Acquisition Planning.....	38
Agile Contracting.....	39
Appropriations Law (2 Day)	40
Appropriations Law (3 or 4 Day)	41
Appropriations Law Refresher	42
Bid Proposal Evaluation Process	43
Business Writing for Contracting Officers.....	44
Changes Under Federal Government Contracts	45
Conducting Technical Evaluations	46
Construction Claims	47
Contract Administration	48
Contract Claims	49
Contract Closeout	50
Contract Disputes and Terminations	51
Contract Terminations	52
Contracting for Best Value	53
Cost and Price Analysis	54
Cost Estimating	55
Cost Realism	56
Cost and Price Realism	57
Cost Reimbursement	58
CPARS for the Acquisition Workforce	59
Cybersecurity for Contracting Professionals.....	60
Developing an Independent Government Cost Estimate	61
Emergency Contracting.....	62
Equitable Adjustments in Federal Government Contracts	63
Ethics in Contracting	64
FAR Overview	65
FAR Part 8: Advanced Issues in Multiple Award Schedules	66
FAR Part 8: Governmentwide Acquisition Contracts and Source Selection	67
FAR Refresher	68
High Performing Teamwork.....	69
Incentive Contracting.....	70

Intermediate Quality Assurance and Risk Management	71
Managerial Decision Making and Problem Solving for Acquisition Teams.....	72
Managing Multiple Priorities	73
Market Research	74
Monitoring and Documenting Contractor Performance	75
Negotiation Techniques	76
Performance-Based Service Acquisition	77
Performance Statements of Work	78
Risk Management in Acquisitions	79
Roles and Responsibilities for Non-Contract Specialists.....	80
Sealed Bidding.....	81
Services Contract Law Statute	82
Simplified Acquisition Procedures (Basic).....	83
Simplified Acquisition Procedures (Advanced).....	84
Simplified Acquisition Procedures Refresher.....	85
Source Evaluation and Selection (Basic)	86
Source Evaluation and Selection (Advanced)	87
Source Evaluation and Selection (Best Value)	88
Category Management	89
Task Order Contracting	90
Types of Contracts	91
Understanding Protests	92
Writing Statements of Work	93
Project and Program Management Courses	94
FAC-P/PM	94
FAC-P/PM Certification Roadmap.....	95
FPM 121: Acquisition Fundamentals of Project and Program Management	96
FPM 131: Fundamentals of Project and Program Management	97
FPM 132: Fundamentals of Contracting	98
FPM 133: Fundamentals of Business, Cost, and Financial Management	99
FPM 134: Fundamentals of Leading Projects and Programs	100
FPM 231: Applications in Project and Program Management.....	101
FPM 232: Applications in Contracting.....	102

FPM 233: Applications in Business, Cost, and Financial Management.....	103
FPM 234: Applied Leadership in Projects and Programs.....	104
FPM 331: Progressive Concepts in Program Management	105
FPM 332: Progressive Contracting Strategies for Programs.....	106
FPM 333: Progressive Business, Cost, and Financial Management.....	107
FPM 334: Progressive Leadership in Program Management.....	108
FPM 418: Project Management for Contracting Professionals	109
FPM 432: Agile Project Management for the Federal Environment	110
FPM 511: Managing IT Projects	111
FPM 512: IT Management, Security, and Performance Assurance	112
FPM 513: IT Infrastructure and Architectural Design	113
Program and Project Management Electives	114
Essentials of Project Management for the Non-Project Manager.....	115
Information Technology Acquisitions	116
Introduction to the Acquisition of Agile Services	117
Introduction to Project Management.....	118
Making Decisions Using Earned Value Management	119
Project Management for Administrative Professionals.....	120
Work Breakdown Structure	121
Grants Courses.....	122
Detecting and Preventing Fraud in Grants.....	123
Introduction to Grants and Cooperative Agreements.....	124
Financial Management Courses.....	125
The Anti-Deficiency Act.....	126
Budget and Accounting Principles	127
Cost Accounting Principles.....	128
Federal Budget Process.....	129
Fiscal Law in the DoD	130
Fundamentals of Budget Formulation and Execution	131
Internal Controls	132
Human Resources Courses	133
Retirement Planning	134
Leadership and Professional Development Courses	135

Briefing and Presentation Skills	136
Communicating Up, Down, and Across Organizations	137
Critical Thinking and Problem Solving.....	138
Emotional Intelligence	139
Establishing a Business Mindset	140
Government Technical Writing.....	141
How to Communicate with Diplomacy, Tact, and Credibility	142
Leadership and Communication Skills	143
Leading and Managing High Performing Project Teams.....	144
Managing Multiple Priorities	145
Project Leadership and Communication.....	146
Project Team Building	147
Responding to Conflict: Strategies for Improved Communication	148
Leasing and Real Estate Courses.....	149
Leasing Warrant Certification Roadmap	150
FCN 406: Lease Acquisition Training (LAT).....	152
FCN 408: Cost and Price Analysis of Lease Proposals	153
FCN 409: Negotiating Federal Real Property Leases.....	154
FCN 411: Federal Real Property Lease Law.....	155
FCN 412: Lease Administration.....	156
Federal Lease Refresher.....	157
Real Estate Finance and Marketing Fundamentals.....	158
Pricing Schedule.....	159

Contracting Courses

BMRA's contracting courses are certified Defense Acquisition University (DAU) Equivalent and, adhere to the Federal Acquisition Institute (FAI) standards of course verification for all FAC-C, FAC-COR, FAC P/PM and FAC-P/PM Core Plus certification paths. Starting with the basics of contract formation and regulatory fundamentals, participants gain a firm foundation for their contracting career. BMRA helps you along the path through the mid-level to the advanced contracting courses where you will apply real acquisition solutions to real acquisition problems in a strategic manner. Walk this path and gain the skills of critical thinking, problem solving and risk reduction. See the specific certifications for the paths your career can go!

Defense Acquisition Workforce Improvement Act (DAWIA)

The Defense Acquisition Workforce Improvement Act (DAWIA) is the education and training path of the Department of Defense. There are 14 career fields that carry certification at the basic, intermediate, and advanced levels (I, II, III). Each career field includes a different path with courses that are germane to that career field. Reference DoD career fields at <https://icatalog.dau.edu/onlinecatalog/CareerLvl.aspx> for specific details on how to achieve your DAWIA Level I, II, or III certification. BMRA offers many of the core courses that each of the 14 career fields require, as well as some electives to complete or maintain certification. This certification is only available to DoD employees, military, and (APF) civilians assigned to an acquisition coded position as well as select military officers whose career development will include assignment to acquisition coded positions.



FAC-C Courses

Complete your FAC-C Level I, II, or III with our training courses that are DAU equivalent and FAI verified. Our courses are third-party verified and implement adult learning techniques to make them easily assimilable for our participants. BMRA offers a complete path from Level I up to Level III. Plot your path using this guide and start your career in motion.

Please note: Some of our courses without pre-requisites listed are better suited for experienced professionals. Contact your agency's ACM for eligibility.

Included on the following page is a chart with the Federal Acquisition Institute (FAI) certification requirements for each level of FAC-C. Please consult their website at <https://www.fai.gov/certification/contracting-fac-c> for more information.

FAC-C Certification Roadmap

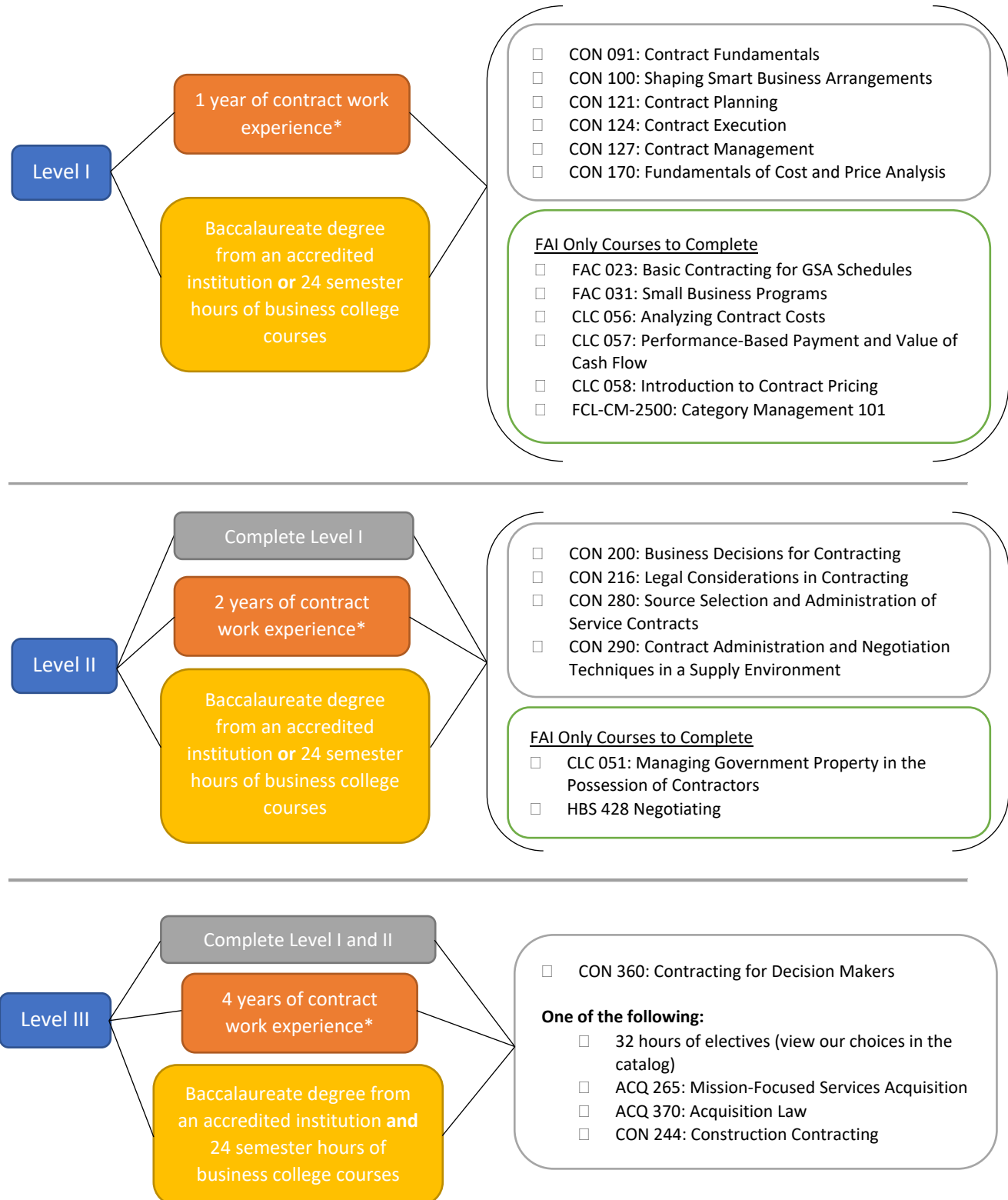
Participants should check with their ACM for any particular course requirements for their agency.

* Based on the Contract Specialist (GS-1102) Qualification Standard

Levels

Requirements

Training



CON 091: Contract Fundamentals

Description

This thirteen-day course will focus on understanding contract formation and management principles, as well as regulatory fundamentals and their application. You will be provided with the fundamental knowledge and practical application that can be applied immediately in the workplace across the broad spectrum of contracting organizations. In the first part of the course, you will develop critical skills necessary to locate, interpret, and apply regulatory guidance in the Federal Acquisition Regulation (FAR); Defense Federal Acquisition Regulation Supplement (DFARS); DFARS Procedures, Guidance, and Information (PGI); and Class Deviations. Subsequent lessons will focus on the fundamentals of contract formation and management principles, to include the practical application of the FAR/DFARS/DFARS PGI class deviations to real-world scenarios.

Learning Objectives

- Determine the applicability of policies and procedures in the FAR, DFARS, DFARS PGI, and class deviations
- Apply the principles of contract formation
- Given an acquisition scenario, choose the information that would be included in a solicitation or contract
- Differentiate between types of contracts and apply the policies and procedures for use in acquisitions
- Given an acquisition scenario, determine the applicability of the policies for small business subcontracting
- Apply the policies and procedures for using simplified acquisition procedures
- Determine the applicability of the policies and procedures for contract administration
- Differentiate between the different types of indefinite-delivery contracts and determine when they may be used in acquisitions
- Differentiate between the types of agreements and when they may be used in acquisitions
- Given an acquisition scenario, determine the applicability of the policies and procedures for preparing and processing contract modifications
- Given an acquisition scenario, determine the policies and procedures for terminating contracts
- Given an acquisition scenario, execute the process for addressing a contract performance issue
- Given an acquisition scenario, determine the applicability of the policies and procedures for closing out contracts


Course ID:

CON 091

Length: 13 Days

Continuous Learning Points (CLPS): 104


Modality:

 In-person

 Virtual

Testimonials:

“All aspects of this training were valuable, and I got a better understanding of how to use the FAR.” – 2021 participant

 **Participants need laptops and internet access.**

CON 100: Shaping Smart Business Arrangements

Description

This five-day course is for personnel new to the Contracting career field, by providing you with a broad understanding of the contracting environment. You will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Before beginning the study of technical knowledge and contracting procedures, you will learn about different mission areas and the procurement alternatives for each. Knowledge management and information systems are introduced as well. Small group exercises prepare you to provide contracting support within the overarching business relationships of government and industry.

Pre-Requisites: CON 091

Learning Objectives

- Identify the past and present acquisition environment
- Understand the evolution of contracting to make smart business decisions
- Explain the various mission areas of departments and agencies, and the contracting support that these mission areas require
- Use business knowledge, analysis, and strategies efficiently as an active participant on the Acquisition Team
- Determine a business solution based upon application of the six-step problem solving model and other decision-making tools
- Use the eleven principles of leadership, identify leadership actions necessary to implement sound business decisions for contracting
- Use the highest standards of integrity and ethical behavior
- Discuss basic laws and legal processes that govern federal contracting

Course ID:

CON 100

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

“Currently working in contracts and I can see how the quality of this training was effective.” – 2019 participant

CON 121: Contract Planning

Description

This two-day course will introduce you to the contracting field as your role of business advisor in the acquisition process. You will learn how to understand your customers' mission and plan successful mission support strategies based on the contracting environment and your customer needs. You will also learn how to use the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition planning process.

Pre-Requisites: CON 100

Learning Objectives


- Reinforce areas of mutual interest within an acquisition environment (requiring activity, contractor, contracting office, others)
- Perform strategic or tactical methods of market research
- Develop the applicable requirements documents for an acquisition
- Determine the laws applicable (labor, environment, socioeconomic, and foreign acquisition requirements) to that requirement
- Determine the appropriate contract type for a given customer requirement
- Know the competition requirements of Simplified Acquisition Procedure (SAP) and the Simplified Acquisition Threshold (SAT)
- Provide advice on acquisition strategy including when to use best value, writing an acquisition plan, and the elements of source selection planning
- Explain the mission characteristics and responsibilities of the contracting professional in the role of a business advisor Select training and development opportunities for career progression
- Describe the importance of the oversight roles of the Government Accountability Office and the Office of the Inspector General

Course ID:
CON 121

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"Great course. The small class made learning enjoyable and worthwhile." – 2019 participant

CON 124: Contract Execution

Description

This two-day course focuses on executing the acquisition planning through soliciting industry and awarding a contract. You will be provided with the knowledge necessary to execute an acquisition that optimizes customer mission performance, learn the techniques and benefits of early industry involvement in shaping requirements, and apply the basic procedures for acquisition of both commercial and noncommercial requirements. Learn how to effectively conduct analysis of market data, determine when a price is fair and reasonable, conduct basic competitive acquisitions, process awards, and handle protests before and after contract award.

Pre-Requisites: CON 121

Learning Objectives

- Determine if the purchase request package can be accepted and processed
- Determine the applicable methods for exchanging information with the vendor
- Determine the components and procedures for preparing an oral or written solicitation
- Determine the procedures for processing solicitation responses
- Determine the analytical techniques that are used to evaluate contractors' proposals to ensure that both the government and contractor receive a fair and reasonable price
- Complete the price analysis of a contractor's proposal in order to establish price objective for negotiation
- Determine the elements of a negotiation strategy
- Determine the procedure taken for contract award

Course ID:

CON 124

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"This class helped me to learn how to be more analytical with researching responses."
– 2019 participant

CON 127: Contract Management

Description

This two-day course will provide you with the knowledge necessary to identify and utilize appropriate performance metrics when evaluating contractor performance. This course will explore processes for working with customers to ensure contract performance is meeting mission requirements. You will learn performance assessment strategies and remedies for contractual non-compliance, how to make and price contract changes after award, handle disputes, and finally how to close out completed contracts. Additionally, you will gain a fundamental knowledge of the characteristics and principles of the contract termination process.

Pre-Requisites: CON 124

Learning Objectives

- Apply the major elements of contract administration planning
- Categorize the policies and procedures for the post-award orientation of contractors
- Explain the policies and procedures for payment
- Describe the policies and procedures for preparing and processing contract modifications
- Determine the policies and procedures for resolving contract disputes
- Understand the policies and procedures for the termination of contracts
- Define the policies and procedures used for closing out contract files

Course ID:

CON 127

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"It was applicable to my job and I gained a lot through the exercises." – 2019 participant

CON 170: Fundamentals of Cost and Price Analysis

Description

This eight-day course begins with a review of market research and contractor pricing strategies. You will learn to calculate an objective using simple quantitative analysis and contract financing techniques. You will be provided an overview of the regulations and processes for cost analysis and requiring certified cost and pricing data. After learning the basic elements of price and cost analysis, you will build and defend a pre-negotiation objective. You will also apply cost analysis techniques during a proposal analysis capstone case, including writing a Price Negotiation Memorandum.

Pre-Requisites: CLC 057, CLC 058, CON 127

Learning Objectives

- Understand how to successfully distinguish various seller pricing strategies
- Identify the policies and procedures for applying the Cost Accounting Standards Board (CASB) rules and Cost or Pricing Data Statute
- Recognize the essential elements of a market research report
- Demonstrate ability to execute fundamental quantitative pricing skills and identify contract cost principles
- Given acquisition situations, determine an appropriate contracting strategy, including the contract type and other incentives
- Accurately differentiate between price analysis, cost analysis, and cost realism analysis
- Pursuant to FAR 15.4, accurately perform proposal analysis and prepare to present findings to the SSA for contract clearance
- As a PCO responsible to determine a proposed price to be fair and reasonable, successfully summarize the roles and responsibilities of organizations involved in proposal analysis
- Given a proposal evaluation scenario, demonstrate ability to employ the weighted guidelines (WGL) for calculating negotiation profit objectives

Course ID:

CON 170

Length: 8 Days

Continuous Learning Points (CLPS): 64

Modality:



In-person



Virtual

Testimonials:

"Excellent class! I learned a lot of real world application on how to analyze costs." – 2020 participant



Participants need laptops and internet access.

CON 200: Business Decisions for Contracting

Description

This three-day course builds on the pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. You will learn various techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. You will take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

Pre-Requisites: CON 170

Learning Objectives


- Identify the importance of a good business relationship in achieving the customer's performance expectations
- Understand how strategic sourcing can improve the quality and cost related to the purchase of goods and services
- Learn the principles of Performance-Based Acquisition (PBA) that will apply to a complex services acquisition
- Discover the techniques that can be used to manage risk on an acquisition project
- Identify the impact of a contract financing decision on the acquisition process
- Determine the appropriate contractual arrangement to support customer needs
- Identify the implications on the acquisition process of a decision to include government furnished property
- Understand the impact of small business socioeconomic programs on contracting decisions and how small businesses can support an acquisition
- Define the subcontracting requirements that apply to an acquisition
- Utilize the appropriate source selection methodology
- Determine if a prospective contractor is responsible

Course ID:
CON 200

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"Very useful and a lot of information was provided during the training that will help me with work." – 2019 participant

CON 216: Legal Considerations in Contracting

Description

This five-day course focuses on legal considerations in the procurement process. You will be introduced to the basic principles and sources of law relevant to procurement, including fiscal law. This course will also address various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

Learning Objectives

- Discuss the legal and ethical principles that apply to government contracts
- Identify essential fiscal laws that apply to contracts
- Recognize legal considerations related to intellectual property
- Identify different processes by which challenges may be filed against a Federal acquisition
- Define the legal obligations of both parties when a contract performance issue arises
- Discuss formal dispute resolution procedures under the Contract Disputes Statute
- Identify criminal, civil, and administrative remedies for contract fraud
- Select the processes and procedures for terminating a contract
- Choose the appropriate tool for recovering monies owed the government

Course ID:

CON 216

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"I thoroughly enjoyed this course as much of the information gained from it will aid me as I advance my career." – 2020 participant

CON 243: Architect-Engineering Services Contracting

Description

This five-day course, focusing on contracting for architect-engineers, covers issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises will allow you to gain knowledge of the Selection of Architects and Engineers Statute, SF-330, the slate and selection process, the review of government estimates, liability, Title II services, modifications, and contracting officer's technical representative responsibilities.

Pre-Requisites: CON 216

Learning Objectives

- Determine when the Selection of Architects and Engineers Statute procedures apply
- Select an Architects & Engineers (A&E) firm and negotiate, award, manage, and administer a contract to satisfy the needs of the government in accordance with Federal acquisition laws, regulations, and where applicable, best business practices
- Understand the policies and procedures that cover A&E contracts and what goes into planning for an A&E services acquisition
- Determine the correct contract administration procedures for A&E Services, from writing the Performance Work Statement (PWS), to solicitation and selection procedures, to quality management of the contract



Participants need laptops and internet access.

Course ID:
CON 243

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"The course material was well organized with follow through objectives." – 2019 participant

CON 244: Construction Contracting

Description

This five-day position-specific specialty course focuses on unique construction contracting issues, such as acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Construction Wage Rate Requirements Statute, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management. Due to the complex nature of this business, you will be required to do research outside of the FAR, including supplements, environmental law, fiscal law, zoning regulations, and public safety.

Pre-Requisites: CON 127, CON 216, CLC 056

Learning Objectives


- Explain the environment and rules for contracting for construction
- Administer clauses unique to construction contracting
- Select criteria for a construction contractor and negotiate, award, manage, and administer a contract to satisfy the needs of the government in accordance with Federal acquisition laws, regulations, and where applicable, best business practices
- Understand the policies and procedures that cover construction contracts and what goes into planning for a construction contract acquisition
- Determine the correct contract administration procedures for construction contracts, from writing the performance work statement (PWS), to solicitation and selection procedures, to quality management of the contract

Course ID:
CON 244

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

 In-person

 Virtual

Testimonials:

"Great mix of lecture, activities, case study, etc." – 2019 participant

"Great course! The most enjoyable one I've taken so far!" – 2020 participant

CON 260: Small Business Contracting

Description

This five-day course focuses on developing the skills and knowledge necessary for a small business specialist. You will review associated programs and initiatives that support the government's efforts to improve small business participation in both prime contracting and subcontracting. You will pay attention to the small business specialist's role as a vital member of the acquisition team.

Learning Objectives

- Describe how to aid small businesses in finding government prime contracting and subcontracting opportunities
- Determine the definition of a small business
- Conduct market research and learn to maximize small business participation at the prime and subcontracting levels
- Participate as an active member of the acquisition team in developing an appropriate acquisition strategy that maximizes small business participation
- Understand the Small Business Administration's role in the acquisition process
- Implement subcontracting requirements
- Identify other small business-related programs and initiatives

Course ID:
CON 260

Length: 5 Days

**Continuous Learning
Points (CLPS):** 40

Modality:



In-person



Virtual

Testimonials:

"The applicable real life experience and tools utilized were the most valuable during training." – 2019 participant

CON 270: Intermediate Cost and Price Analysis

Description

This ten-day course builds upon the fundamental contract pricing principles and is divided into three segments addressing contract pricing issues from a pre-award, negotiation preparation, and post-award perspective. You will be introduced to quantitative techniques and tools used to facilitate decision making in determining a fair and reasonable price. You will also apply various cost analysis techniques and quantitative tools to analyze a contractor's cost proposal and to develop a government negotiation range and objective. The course is designed to prepare you with practical tools in pricing contracts that are in the best interest of the government.

Pre-Requisites: CLC 056, CON 170

Learning Objectives


- Determine market research and proposed information from offeror(s) using sampling data
- Understand how to use historical data and regression analysis in facilitating the decision-making process
- Successfully evaluate acquisition proposals, summarizing the development, assumptions, application, and risk of Cost Estimating Relationships (CERs)
- Master the use of estimating factors, government price objective, and price termination settlements
- Recognize how to use the improvement curve analysis to select the appropriate statistical information
- Identify issues and factors to be considered in developing the government's negotiation objective for a contract equitable adjustment when presented with a proposed contract change
- Analyze the associated cost risk given a point estimate (contract cost, ceiling price)
- Detail how to identify the appropriate incentive contract type arrangement

Course ID:
CON 270

Length: 10 Days

Continuous Learning Points (CLPS): 80

Modality:

 In-person

 Virtual

Testimonials:

"It introduced to me other ways of doing cost & price analysis – much needed." – 2019 participant



Participants need laptops and internet access.

CON 280: Source Selection and Administration of Service Contracts

Description

This ten-day course focuses on the acquisition of services under FAR part 15 procedures, with an emphasis on performance-based acquisitions (PBA) for services, contract types, contract incentives, source selection, and contract administration. You will learn the fundamentals of a performance-based service acquisition, from acquisition planning to contract closeout, through a realistic case study. The course will take you through the solicitation process using the mandatory DoD source selection procedures. You will also prepare contractual documents and develop and deliver high-level source selection briefings with recommendations for contract award.

Pre-Requisites: ACQ 101, CLC 051, CLC 056, CON 200, CON 216, HBS 428

Learning Objectives

- Identify the appropriate source selection team roles and responsibilities
- Assess the results of market research and determine availability of sources
- Decide the appropriate acquisition strategy that maximizes small business participation
- Determine a performance-based approach that meets the customer's mission requirement
- Generate performance-based metrics mirroring best commercial practices utilizing the DAU Performance Requirements Roadmap
- Assess the financial implications of various types of contract and incentive arrangements
- Determine what to include in debriefings and differentiate between protest processes based on evaluation reports and documents
- Compose contract administration requirements, conduct contract administrative functions, and determine the need for contract modifications
- Determine contract closeout procedures after contract performance is complete

Course ID:

CON 280

Length: 10 Days

Continuous Learning Points (CLPS): 80

Modality:



In-person



Virtual

Testimonials:

"110% it was a great overview of source selection and contract administration!" – 2020 participant



Participants need laptops and internet access.

CON 290: Contract Administration and Negotiation Techniques in a Supply Environment

Description

This ten-day, case-based course applies contracting concepts and techniques learned in prerequisite courses to meet customer supply requirements and resolve complex contracting issues. Special emphasis is placed on applying legal concepts, intermediate pricing concepts, and negotiation techniques. You will experience the full spectrum of contracting processes and issues by following a supply requirement through all phases of the acquisition lifecycle, from acquisition planning through contract closeout. You will hone your research, analysis, and communication skills through the development and presentation of a critical thinking project requiring in-depth focus on one area of contracting. Your negotiation skills will be sharpened through active participation in two simulated contract negotiations.

Pre-Requisites: ACQ 101, CLC 051, CLC 056, CON 200, CON 216, HBS 428

Learning Objectives

- Understand when to contract without providing for full and open competition
- Evaluate a J&A for FAR subpart 6.3 compliance
- Learn about appropriate contracting methods and types of financing
- Select an appropriate DFARS data rights license
- Identify basic negotiation techniques and prepare fact-finding for negotiation
- Determine whether or not to pay a contractor's performance-based payment request
- Develop a contract administration plan
- Conduct a post-award orientation
- Recognize whether fraud has occurred
- Determine alternatives available for making out-of-scope changes
- Calculate the lost efficiency resulting from a contract change
- Evaluate government's termination options, settlement methods, and procedures
- Calculate firm-price-incentive final contract price and profit
- Determine whether a contract may be closed out

Course ID:

CON 290

Length: 10 Days

Continuous Learning Points (CLPS): 80

Modality:



In-person



Virtual

Testimonials:

"Overall an excellent course. First time taking a class with this company -will be searching for more!" – 2019 participant

CON 360: Contracting for Decision Makers

Description

This eight-day course utilizes realistic, scenario-based learning. You will practice developing sound business solutions as a valued strategic and expert business advisor both individually and in teams. You will learn to analyze complex contracting situations with emphasis on critical thinking, problem solving, research, and risk reduction. This course is designed to help you contribute solutions for real acquisition problems to senior leadership and local supervisors.

Learning Objectives

- Apply critical thinking skills and problem solving methods to a contracting related problem
- Understand how risk mitigation techniques are applied to contracting related problems
- Correctly evaluate a contracting dilemma that complies with the rules of ethics in contracting
- Grasp how to contribute in a collaborative environment by providing timely written and verbal feedback
- Identify various methods of alleviating employee stress in a constantly changing contracting environment
- Apply an industry and senior government contracting leader perspective to an assigned contracting policy issue
- Manage information and knowledge for currency in acquisition and contracting


Course ID:

CON 360

Length: 8 Days

Continuous Learning Points (CLPS): 64

Modality:

 In-person

 Virtual

Testimonials:

"It's insightful. Excellent course; great real world scenarios." – 2020 participant



Participants need laptops and internet access.

ACQ 265: Mission-Focused Services Acquisition

Description

This four-day class uses a team-based approach and hands on learning activities following the guidance in the Services Acquisition Guide. You are assigned to a team representing a Multi-Functional Team (MFT) for a professional services case study. You will use the tools and techniques necessary to analyze and apply performance-based principles when developing requirements documents and effective business strategies for contractor-provided services. You will fortify your skills in developing and defining service requirements, supporting business strategies, and effectively managing the resulting contractor performance. This course will also serve as an opportunity to deepen your understanding of the Service Acquisition Process.

Pre-Requisite: CLC 013

Learning Objectives

- Discuss and apply the seven-step Service Acquisition Process
- Learn and apply best practices in requirements mapping for evaluation of contractor services
- Discuss and apply the principles of the service acquisition process through interactive, hands-on learning examples
- Develop best processes for contractor selection and award
- Assess the importance of the planning phase as outlined in the Services Acquisitions Guide
- Design an effective requirements document
- Develop effective processes for selecting a contractor and assessing contract performance



Participants need laptops and internet access.

Course ID:

ACQ 265

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:



In-person



Virtual

Testimonials:

“Lovely course! Really enjoyed the deep dive exercise and being able to apply it all.” – 2019 participant

ACQ 370: Acquisition Law

Description

This five-day course provides an overview of government contract law, intended for the experienced acquisition professional. You will learn about contract law, intellectual property and technical data rights, fiscal law, protests, claims and disputes, and ethics. This is a case-based course that is centered on student activity and participation. This course is designed to be highly interactive by building the case readings and materials into the lecture through interrogatories directed at the students. You will also be expected to develop and support a reasoned position based upon research and analysis of a given scenario.

Note: Pre-course work and case reading comprises significant time towards your CLPs.

Learning Objectives

- Determine the constitutional, statutory, regulatory, and decisional authorities applicable to both commercial and governmental acquisitions
- Identify, discuss, support, and defend the statutory, regulatory, and decisional restrictions applicable to the expenditure of appropriated funds
- Support and defend a given position by applying the concepts associated with performance under government acquisition
- Discuss the process for prosecuting a protest in a government acquisition and differentiate the various decisions of actual case law
- Discuss, support, and defend a given position using the statutes and regulations that govern the ethical conduct of a government employee

Course ID:

ACQ 370

Length: 5 Days

Continuous Learning Points (CLPS): 51

Modality:



In-person



Virtual

Testimonials:

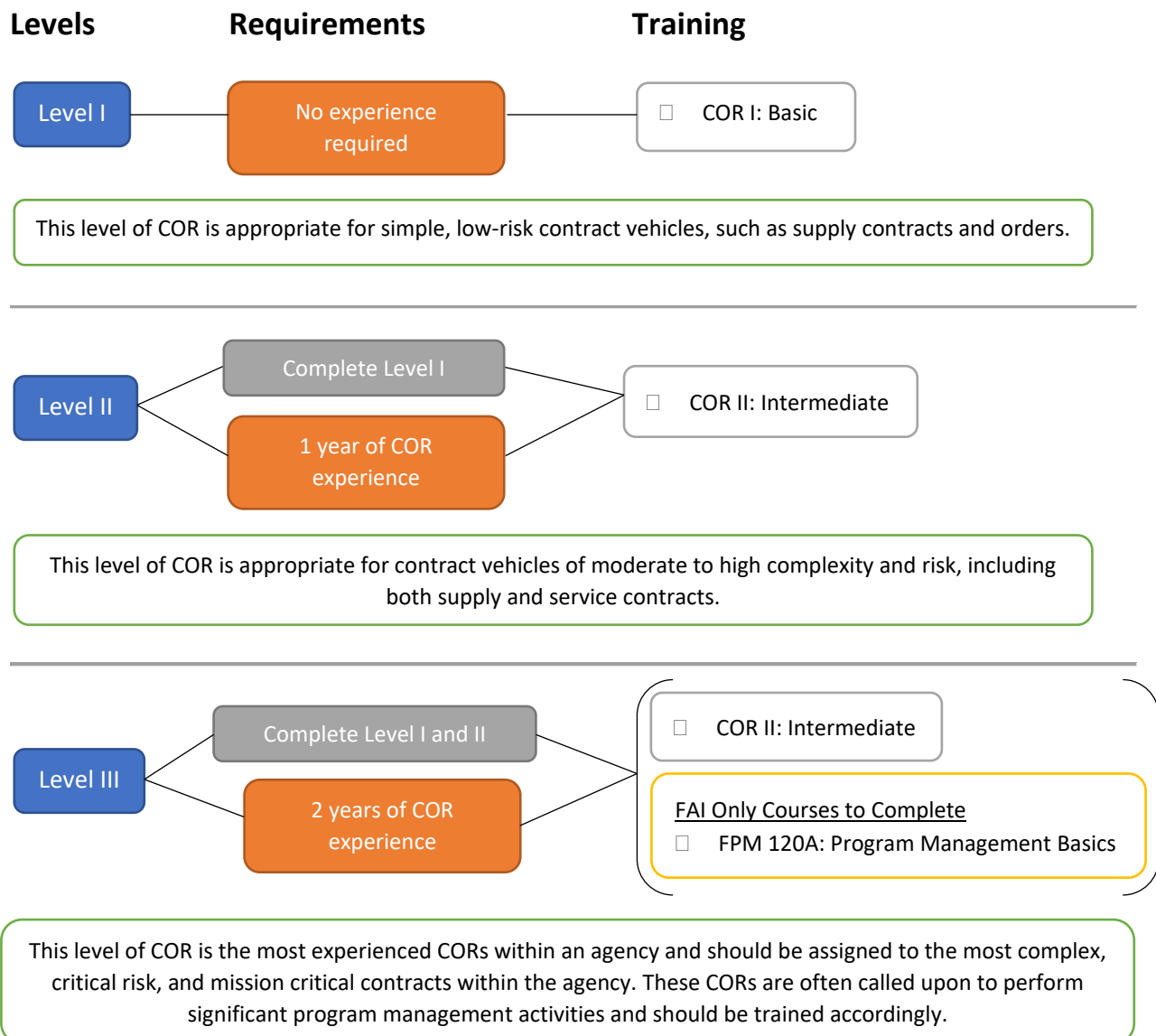
New course! Includes up-to-date material.

FAC-COR Courses

Complete your FAC-COR Level I, II, or III, or DoD-COR certification with our training courses designed to bring you from basic to advanced level knowledge in the career domain of the contracting officer's representative. The role of the COR is essential in the acquisition process and ensures the delivery of goods and services from the contractor as it is promised in the contract. This incredibly diverse learning path can take your career in limitless directions. With these tools in your kit, the doors will be open for you to affect real change in your agency. New techniques, regulations and technologies are driving all procurement and contracting positions into new terrain. Come be a part of the movement.

FAC-COR Certification Roadmap

Participants should check with their ACM for any particular course requirements for their agency.



COR I: Basic

Description

This one-day, introductory course contains an overview of the acquisition process with a focus on the basic roles and responsibilities of a contracting officer's representative (COR). The COR functions as the eyes and ears of the contracting officer, working to provide effective contract oversight. You will leave the class with an appreciation of your role and responsibilities, an understanding of how to communicate with both contractors and contracting officials, and a knowledge of general COR requirements.

Learning Objectives

- Describe the COR's duties, responsibilities, and authority
- Understand the various phases of a typical contracting process
- Identify issues affecting the COR throughout the acquisition process
- Understand how to maintain appropriate documentation and communications
- Determine how to use appropriate techniques to monitor contract performance
- Learn to process contractor invoices for payment
- Understand ethics in government contracting


Course ID:

COR I

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

 In-person

 Virtual

Testimonials:

"Offer more trainings like this! I encourage CO's/COR's/Program Office Reps to take it together as a team." – 2020 participant

COR II: Intermediate

Description

This five-day course includes comprehensive content that fully addresses many technical competencies, including acquisition planning, market research, and defining government requirements in commercial and non-commercial terms. You will also learn important concepts such as effective pre-award communication, technical analysis of proposals, negotiation, effective contract management, and performance management. Through real world case studies and interactive exercises, you will reinforce these concepts.

Learning Objectives


- Recognize the duties, limitations, and authority of the contracting officer's representative (COR) in acquisition mission support planning
- List the requirements for preparing a statement of work or statement of objectives
- Evaluate proposed changes under the contract so that the best interests of the government are protected
- Identify COR responsibilities supporting the planning and submission of contract change documents needed to negotiate a modification
- Define the COR's role in the resolution of issues under the contract and in monitoring corrective actions
- Recognize the importance of the COR as a representative of the contracting officer (CO) during performance of the contract
- Provide the contents of a Quality Assurance Surveillance Plan (QASP)/performance assessment plan (PAP)
- Identify assessment factors when documenting a contractor's performance and how a COR deals with noncompliance or poor performance
- Describe a COR's responsibilities in inspecting and accepting supplies and services
- Identify major requirements for timely invoice review and payments

Course ID:
COR II

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

 In-person

 Virtual

Testimonials:

"The course materials are thorough, and the resources given are outstanding." – 2019 participant

"The class went above my expectations." – 2020 participant

COR III: Advanced

Description

This five-day course addressing advanced contracting officer's representative (COR) training covers most aspects of the procurement process from acquisition strategy development to contract closeout. Emphasis is placed on certain areas such as performance-based requirements development, ethics, documentation of contractor performance, invoice processing, designing surveillance plans, and techniques for managing contracts. You will gain familiarity and practical, hands-on knowledge of important COR roles and responsibilities through exercises, case studies, and real-world examples.

Learning Objectives

- Comprehend the importance of COR input to contract requirements processes
- Identify common techniques used to collect and analyze market information and potential sources
- Reinforce knowledge of basic contracting policy and procedures
- Discuss proper means and methods in proposal team evaluation
- Understand how to monitor contractor performance and resulting documentation requirements
- Recognize when contract modifications will be required and how this should be communicated to the contracting officer
- Identify contract performance risk factors and work with the contractor to mitigate
- Develop a Quality Assurance Surveillance Plan (QASP)
- Understand contract ethics requirements

Course ID:

COR III

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"This is an excellent class. Very helpful during the recompile cycle of a solicitation." – 2019 participant

COR Refresher

Description

This one-day, elective course is custom designed to help contracting officer's representatives (CORs) remain current within the rapidly changing contract requirements world. You will gain an overview of the acquisition process with a focus on the roles and responsibilities of a COR, including the administrative duties as outlined in the delegation letter. Through this course, you will maintain your required continuous learning points (CLPs) as well as be refreshed on updated contract requirements.

Learning Objectives

- Review COR responsibilities in acquisition mission support planning
- List the requirements for preparing a statement of work or statement of objectives
- Identify contract changes documents needed to negotiate a modification and determine if changes are within the scope of the contract
- Review the importance of the COR as a representative of the contracting officer during performance of the contract
- Identify the delegated technical functions for which the COR is responsible
- Assess technical submittals to ensure compliance with statement of work and contract objectives
- List the contents of a Quality Assurance Surveillance Plan (QASP)/performance assessment plan (PAP)
- Define the role of CORs regarding past performance
- Describe a COR's responsibilities in inspecting and accepting supplies and services
- Identify major requirements for timely invoice review and payments
- Identify how a COR deals with non-compliance or poor performance

Course ID:

COR REF-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

"The class was a very good opportunity to get updated as a COR." – 2020 participant

Advanced COR Refresher

Description

This five-day, elective course is targeted at senior CORs who require deeper insight than the traditional one-day COR Refresher course. You will focus on advanced-level issues and responsibilities for multiple contracts, larger contracts, and contracts of a complex or technical nature. Through this course, you will maintain your required continuous learning points (CLPs) as you review COR responsibilities in a complex contracting environment.

Learning Objectives

- List the requirements for preparing a statement of work or statement of objectives for a highly technical solicitation
- Identify COR responsibilities supporting the planning and submission of contract changes documents needed to negotiate a modification and determine if changes are within the scope of the contract
- Review the importance of the COR as a representative of the contracting officer during performance of the contract
- Identify the delegated technical functions for which the COR is responsible given a contract action
- Describe the administrative duties of the COR as outlined in the delegation letter and how these are different or the same for highly complex or visible contracts
- Assess technical submittals to ensure compliance with statement of work and contract objectives
- Review the elements of a Quality Assurance Surveillance Plan (QASP)/performance assessment plan (PAP) and their strategic value in technical contracts
- Define the role of a COR regarding past performance
- Describe a COR's responsibilities in inspecting and accepting supplies and services on a complex contract or task order
- Identify major requirements for timely invoice review and payments
- Identify how a COR deals with non-compliance or poor performance
- Understand the importance of detailed documentation when dealing with a highly technical or complex contract

Course ID:

COR REF A-EL

Length: 5 Days

Continuous Learning Points (CLPs): 40

Modality:

In-person

Virtual

Testimonials:

"Like realistic examples for reinforcement of learned materials!" – 2020 participant

"Overall the class was super clear and helpful!" – 2020 participant

COR Recertification Suite

Description

This five-day, elective course focuses on maintaining the necessary skills needed by CORs. You will review important concepts such as basic COR duties, risk management, appropriations law, contract management, green procurement, CPARS, and effective narrative writing. This training offers you the opportunity to maintain your required continuous learning points (CLPs) while reviewing a variety of sought after topics in the contracting field.

Learning Objectives

- Identify COR responsibilities including acquisition mission support planning, past performance, technical functions, etc.
- Provide guidance to decision makers on the legality of proposed actions and assist in a review of regulations
- Plan for and evaluate quality, schedule, cost, and management and business relations
- Determine the policies and procedures used in contracting and payments
- Identify the presence of risk, determine risk mitigation techniques, and formulate viable solutions
- Understand best practices in performance evaluation and documentation


Course ID:

COR RS-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

 In-person

 Virtual

Testimonials:

"This course is a great refresher and covers many areas important to a COR." – 2020 participant

"The course material was excellent." – 2020 participant

Contracting Electives

So you have your certificate, now what? You need to maintain it of course! To keep your certification fresh and to learn new areas essential to your position, we recommend using electives. BMRA works tirelessly with agencies to determine what electives are most needed by their departments.

There are many electives in this catalog which fulfill required credit hours. See our other discipline sections for other courses of interest or of a particular need for you or your department.

Don't see what you need here? Call us: 703-691-0868 x 22.

Talk to our business development team that is skilled in deciphering your needs and finding solutions. Perhaps you'd like to take a workshop on ethics or a team retreat on writing statements of work. Many agencies are trying to balance technical know-how with soft skills and leadership development. We have instructors and facilitators who are credentialed in coaching, Myers Briggs (MBTI), Thomas Kilmann Instrument (TKI), and DiSC® Assessments.

Whatever your need, BMRA is here to help.

Acquisition of Commercial Items

Description

This two-day, elective course is designed to provide you with an opportunity to learn and apply the concepts, principles, and contract terms of FAR part 12, "Acquisition of Commercial Items," in awarding and administering a contract. You will learn how to determine if a procurement falls under the definition of a commercial item and how acquisition personnel can take advantage of this streamlined approach from requirements determination to award.

Learning Objectives

- Determine the definition of "commercial item"
- Understand the requirements covered by FAR part 12 "Acquisition of Commercial Items"
- Identify who determines whether an item is "commercial" or not
- Recognize the impact of FAR part 12 on the award and administration of covered contracts
- Identify the purpose of FAR part 12 in soliciting, evaluating, and awarding a contract
- Understand how to correctly administer commercial item contracts

Course ID:

ACI-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"Excellent course. Increased my knowledge of working further with procurement staff." – 2019 participant

Acquisition Planning

Description

This five-day, elective course addresses the requirements and specifications necessary for an effective acquisition. You will learn the acquisition planning process and the many aspects involved such as the technicalities, the business factors of cost and schedule, and risk associated with monitoring the acquisition. This course follows important FAR guidance with clarification provided by individual regulations from DFARS and Department of Treasury Acquisition Procedures.

Learning Objectives

- Recall key definitions and contents of the acquisition planning process
- Recognize requirements for major systems and acquisitions involving consolidation, bundling, or substantial bundling
- Understand how to plan for the purchase of supplies in economic quantities
- Differentiate government vs. contractor performance
- Evaluate advantages for lease vs. purchase scenarios
- Determine and manage procedures that are inherently governmental

Course ID:

ACQ PLAN-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Agile Contracting

Description

This two-day, elective course addresses what Agile development is and how it helps the government achieve efficient outcomes. You will understand the value of frequent collaboration between the contractor, end user, and contracting officer through Agile development. You will learn how to conduct Sprints to assess short-term milestones and determine if they are moving towards expected outcomes. You will master how to write contracts in ways that provides flexibility to all parties when outcomes, timeframes, or costs must be adjusted.

Learning Objectives


- Define Agile development and explain how it helps the government achieve better outcomes with less expense
- Describe how Agile differs from traditional contracting processes and identify projects best suited for it
- Explain how Agile complies with the requirements of the FAR
- Understand the Agile Manifesto
- Utilize resources associated with the Agile processes that will benefit the organization
- Ensure contract success through contractor accountability of non-defined tasks
- Understand the working principles of the project with welldefined roles and responsibilities
- Create a solid governance structure to ensure transparency
- Establish clear milestones to ensure forward progress of the contract
- Define the end result warranty to ensure project deliverables

Course ID:
AGILE CON-EL

Length: 2 Days

**Continuous Learning
Points (CLPS):** 16

Modality:

 In-person

 Virtual

Testimonials:

*"Great course for the
future of the government."
– 2019 participant*

Appropriations Law (2 Day)

Description

This two-day, elective course introduces you to the purposes and principles of Federal fiscal law. It blends lecture, case studies, and participation in a way that will engage and challenge you, while maximizing the exchange of both practical and theoretical information. You will use the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book) to search for and reference real-world case studies. You will participate in several practical exercises to reinforce Appropriations Law requirements and learn how to mitigate Appropriations Law issues.

Learning Objectives

- Locate, interpret, and apply the Appropriations Law principles and regulations applicable to Federal Government
- Apply Appropriations Law to real-world scenarios with respect to purpose, time, and amount
- Understand the Anti-Deficiency Act (ADA) provisions, violation penalties, and reporting requirements
- Determine the availability of appropriations for specific purposes
- Define and apply the Three Step Analysis, Necessary Expense Rule, and Statutory Purpose Restrictions

Course ID:

APPLAW 2-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"Model more courses after this one...this is bar none, the best course I have taken while in the Fed Government."— 2020 participant

Appropriations Law (3 or 4 Day)

Description

This elective course is a three- or four-day option. This course introduces participants to the purposes and principles of Federal fiscal law. It blends lecture, case studies, participation in a way that engages and challenges, while maximizing the exchange of both practical and theoretical information. The primary reference is the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book). Cited cases are all searchable by case number or decision number as referenced. This course also covers the nine criteria for recording obligations and discusses contingent liabilities and de-obligations. There is also a special section on liability and relief of accountable officers.

Learning Objectives

- Locate, interpret, and apply the appropriations law principles or regulations applicable to Federal Government
- Determine appropriate course of actions based on interpretations
- Apply appropriations law to real-world scenarios with respect to purpose, time, and amount
- Understand the Anti-Deficiency Act (ADA) provisions, violation penalties, and reporting requirements
- Understand and apply judgement regarding illegal or improper payments and the reporting of irregularities

Course ID:

APPLAW 3-EL

Length: 3 Days


Course ID:

APPLAW 4-EL

Length: 4 Days

Continuous Learning Points (CLPS): Up to 32

Modality:

 In-person

 Virtual

Testimonials:

"I was able to learn more about how, through case studies, government employees can lawfully spend tax payer dollars." – 2019 participant

Appropriations Law Refresher

Description

This one-day, elective course will provide you with a refresher in skills ranging from the proper interpretation and application of Federal appropriations law to the use of appropriated funds. You will review the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book). You will also rediscover the relationship of agency budgets to appropriations, propriety, timing and the legality of certain types of expenditures. After this refresher course, you will walk away with the basis from which to make legal decisions.

Learning Objectives

- Provide guidance to decision makers on the legality of proposed actions
- Assist in a review of proposed in-house regulations
- Support agency policy in the legal use of annual, multi-year, and no-year appropriations
- Apply Comptroller General decisions to organizational activities
- Assess propriety of administrative decisions


Course ID:

APPLAW REF-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

 In-person

 Virtual

Testimonials:

"This was the best appropriations law class I've taken. Group discussions were beneficial. I really learned a great deal!" – 2019 participant

Bid Proposal Evaluation Process

Description

This two-day, elective course will provide you with the information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation. By the end of this course, you will understand the role of contracting officers in the evaluation process, especially in charting and oversight of evaluation boards, panels, and groups involved in the performance of an evaluation.

Learning Objectives

- Comprehend formal source selection procedures involving the responsibilities of boards, councils, panels, or groups who perform the evaluation
- Evaluate procedures used in selection, including clarifications, disposition of deficiency, proposals, and discussions with the source selection organization and the offerors
- Understand lowest priced technically acceptable (LPTA) methodology
- Identify the rules related to using the best-value process in source selection
- Develop evaluation factors and scoring methods
- Recognize negotiation procedures and request of final proposal revisions (FPRs)
- Understand the procedures to follow in the source selection discussion process

Course ID:

BPEP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Business Writing for Contracting Officers

Description

This one-day, elective course will provide you with technical writing guidance, set standards for creating logical and professional written material, and describe the process of writing good documentation. You will learn how to use simple language and clear writing when dealing with documents in the contracting workplace. After the course concludes, you will be able to use the material as a reference guide.

Learning Objectives

- Understand ethical obligations as a writer
- Recognize appropriate writing styles and develop content for government audiences
- Differentiate between passive voice and active voice
- Write clear, well-organized, well-structured sentences
- Assess a document for clarity, completeness, and conciseness
- Apply effective editing techniques
- Understand the organization and flow of both content and structure
- Utilize documentation formatting and organization techniques

Course ID:

BWCO-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

"This course helped me to write better and more professional reports. I would recommend to others for professional communication." – 2019 participant

Changes Under Federal Government Contracts

Description

This three-day, elective course will help contracting professionals involved in administering or overseeing contracts of any type. You will learn to navigate inevitable changes throughout the course of a contract lifecycle. At the end of this course, you will understand how changes effect contract scope, modifications, and constructive changes.

Learning Objectives

- Discuss types of changes to contracts
- Examine what causes changes to Federal contracts
- Learn how to effectively administer contract changes
- Understand the difference between within scope and out of scope changes
- Identify unilateral and bilateral modifications
- Identify the CO's and COR's responsibilities in exercising contract options
- Assess a contractor's request for equitable adjustments
- Determine the different reasons for and types of termination

Course ID:

CUFGC-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"Excellent course. It deepened my understanding about the role and responsibilities of the COR." – 2019 participant

Conducting Technical Evaluations

Description

This elective course is a one- or two-day option that will provide you with the “do’s” and “don’ts” associated with evaluating technical proposals. It will cover the lifecycle of evaluation from team notification to closing out with a final decision. You will learn how vital it is to include the right personnel so that all technical considerations are properly represented. This course provides a roadmap of the best practices and procedures for a wholistic technical evaluation.

Learning Objectives

- Understand the roles of the evaluation team in preparing to review proposals
- Create a standard set of comparable requirements to evaluate technical solutions on a like-for-like basis
- Document evaluation team results and how to resolve differences
- Determine contractor responsibility in proposal submissions and the ethics of too much involvement
- Recommend a source selection award decision to the source selection authority
- Learn how to notify unsuccessful offerors and support the contracting officer in post-award debriefings

Course ID:

TECH EVAL 1-EL

Length: 1 Day

Course ID:


TECH EVAL 2-EL

Length: 2 Days

Continuous Learning

Points (CLPS): Up to 16

Modality:

 In-person

 Virtual

Testimonials:

“The entire course was helpful. I gained a better understanding of the process from a COR’s perspective.” – 2020 participant

Construction Claims

Description

This three-day, elective course will provide contracting and program personnel with the knowledge and skills necessary to recognize the legal and practical implications of government contract claims. This course will dive into the specific application of construction contracting and the inherent differences in planning, negotiating, awarding, and avoiding claims. You will participate in engaging exercises, review and application of case law, and dynamic facilitator-led discussions to further reinforce the learning objectives.

Learning Objectives

- Explain what constitutes a claim, the rules for preparing a claim, and how to respond to the filing of a claim
- Understand the background and general process of construction contract claims
- Apply knowledge to issue and accept equitable adjustments
- Know the steps and alternative actions to claim resolution
- Identify claims that exist under circumstances other than the changes clause
- Understand the role and expectations of both the Board of Contract Appeals and the United States Court of Federal Claims
- Apply cost analysis to the construction contract to ensure proper standing and ensure best value to the government
- Use expectation management and communication techniques to avoid claims

Course ID:

CSTN CLAIM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

“Overall, a great class. It was challenging and mentally stimulating.” – 2019 participant

Contract Administration

Description

This five-day, elective course will provide you with all of the knowledge, skills, and abilities required of contract specialists. It will cover the critical duties performed by contracting personnel during the contract administration phase of the acquisition process, including contracts for commercial items and those using simplified acquisition procedures. You will learn about the various facets of post-award contract administration, covering everything from the post-award orientation conference to contract closeout.

Learning Objectives

- Establish post-award functions and milestones
- Explore elements of subcontract administration
- Apply quality assurance and performance monitoring to the administration process
- Identify post-award contract actions: modifications, options, orders, etc.
- Explore contract payment processes and mitigate financial issues
- Assess performance delay and remedies
- Justify disputes, claims, and terminations
- Understand and recognize contract terms and conditions relating to contract administration
- Determine whether a contract may be closed out and how to implement proper procedures

Course ID:

CON ADMIN-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"It exceeded my expectations. I was able to further my knowledge through course interaction." – 2019 participant

Contract Claims

Description

This three-day, elective course will provide you with both the knowledge and skills necessary to recognize the legal and practical implications of government contract claims actions. After this course, you will understand what constitutes a claim, the rules for preparing a claim, and how to respond to the filing of a claim.

Learning Objectives

- Understand what defines a contract claim
- Determine the role of contracting officers in preventing, addressing, and resolving claims
- Recognize potential sources for claims and how to mitigate them early in the acquisition process
- Define how the changes clause and equitable adjustments are applied
- Outline the methods of claims resolution: Informal, Civilian Board of Contract Appeals, Court of Federal Claims, etc.
- Identify how contracting officers should apply the False Claims Act, provisions of this act, and the Truthful Cost or Pricing Data Statute

Course ID:

CON CLAIM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"The exercises were very worthwhile and made us think. I got a deeper understanding." – 2019 participant

Contract Closeout

Description

This two-day, elective course examines one of the most frequently overlooked functions of contract administration: contract closeout. This course is designed to provide you with a working knowledge of the importance of closeout of government contracts, including the general concepts, the steps to successfully complete the closeout process, and the reasoning behind those steps.

Learning Objectives

- Understand the importance of contract closeouts
- Identify the typical organizational functions and personnel roles in closeout
- Recognize the major steps in contract closeout
- Determine when a contract is properly finalized and closed
- Understand the special requirements for closing out cost type contracts
- Evaluate contractor performance for the life of the contract
- Administer records retention requirements
- Comprehend common closeout issues and how to resolve them

Course ID:

CON CLO-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"The case study scenarios made the course even more dynamic and interesting!" – 2020 participant

"Everyone who is involved in contracts should take it." – 2020 participant

Contract Disputes and Terminations

Description

This two-day, elective course will provide you with the skills needed to identify the appropriate actions during a contract protest and effectively settle disputes. You will explore the “Bruce Rule”, the “Rice Doctrine”, and the Contract Disputes Act. This course takes it a step further and discusses the consequences of a dispute that cannot be resolved or is resolved not in favor of the contractor. In this course, you will also discuss termination of the contract and how to use the tools of mediation and dispute resolution to reach an amicable and professional separation agreement.

Learning Objectives

- Identify fair and equitable treatment, common protest errors, protest types, authorities, and forums
- Apply procedures for resolving protests, documenting requirements, and avoiding or mitigating protests using best practices
- Explain the Contract Disputes Act and resolution processes
- Understand the common mistakes and measures to avoid or mitigate disputes and claims
- Document and process claims and effectively settle disputes
- Identify and define contract breaches, defaults, remedies, termination types, required documentation, and settlement processes
- Apply methods and tools to recover monies owed to the government, establish timelines, verify approvals, and recognize common termination errors

Course ID:

CDT-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

“Everyone needs to take this class, the case studies are excellent!!”
– 2020 participant

Contract Terminations

Description

This two-day, elective course will cover the necessary steps and serious implications of terminating a government contract. It will focus on processes and legal considerations related to contract terminations. You will review the basic principles and sources of law relevant to the termination of government contracts and various legal issues that surround this particular area of contracting. Topics will include reasons why contracts are terminated, who is responsible for terminations, and what type of termination is most advantageous to the government.

Learning Objectives

- Recognize the factors that must be considered when terminating a contract
- Determine the method of termination based on the circumstances
- Discuss the characteristics of three types of government contract termination: convenience, cause, and default
- Identify and apply procedures applicable to noncommercial and commercial terminations
- Identify the procedures for a Termination for Convenience (T4C) or for Default (T4D)
- Justify an acceptable Government remedy for poor contractor performance


Course ID:

CON TERM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"It's very informative with lots of good information that can be used on the job." – 2020 participant

Contracting for Best Value

Description

This two-day, elective course will introduce you to the process of best value acquisition by focusing on the acquisition planning process regardless of contract type. You will learn how to think strategically about the outcome, apply planning processes, and select appropriate evaluation factors. This course will demonstrate how to ensure the best value outcome to the greatest benefit of the Federal Government.

Learning Objectives

- Define acquisition planning, contracting methods, contract types, and best value
- Explain the best value continuum
- Describe the tradeoff approach to source selection and list the advantages and disadvantages of using this method
- Explain the concept of best value acquisition
- Develop evaluation criteria plans
- Evaluate offers and select the right contractor
- Review how to debrief unsuccessful offers


Course ID:

CBV-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

“Innovative and interactive learning!” – 2019 participant

“Absolutely loved the structure of the class and our group role playing assignment.” – 2019 participant



Participants need laptops and internet access.

Cost and Price Analysis

Description

This five-day, elective course will introduce you to quantitative techniques and tools used to facilitate decision making in determining a fair and reasonable price. It is divided into three segments addressing contract pricing issues from a Pre-Award, Negotiation Preparation-Award, and Post-Award perspective. You will apply various cost analysis techniques and quantitative tools to analyze a contractor's cost proposal and to develop a government negotiation range and objective. The ultimate objective of the course is to help you become a better business advisor in developing contract arrangements that are in the best interest of the government.

Learning Objectives

- Apply price-related factors
- Integrate contract planning processes
- Conduct market research for price analysis
- Recognize and apply contract cost principles
- Discuss and apply contract pricing strategies for optimal outcomes
- Understand impacts of direct and indirect labor and material costs


Course ID:

CPA-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

 In-person

 Virtual

Testimonials:

"Excellent course that anyone in acquisitions/contracting would benefit." – 2019 participant



Participants need laptops and internet access.

Cost Estimating

Description

This two-day, elective course will introduce you to various tools and techniques used to develop cost estimates. You will learn the basic elements of an adequate cost estimate based on best practices and the GAO Cost Estimating and Analysis Guidebook. Contracting officers are normally required to validate cost estimates for use in determining estimated contract costs for budget purposes, and also for determining cost and price realism when reviewing proposal submissions. The emphasis in this class for contracting officers is to understand how program offices prepare a cost estimate, and the specific techniques used to develop it. You will learn how to interpret cost estimates and apply this information when preparing contract modifications.

Learning Objectives


- Understand cost estimating basics
- Develop a good cost estimate and understand how work statements affect estimating
- Learn the difference between cost and price analysis
- Conduct proper market research to select the best estimating approach
- Navigate the Work Breakdown Structure using the proper assumptions
- Comprehend who should perform a proper cost analysis and when
- Understand the guidance and regulations that are used to conduct a proper analysis
- Demonstrate how to properly estimate and price a contract modification

Course ID:
COST EST-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

“Great! I will be able to apply all the material and techniques on a regular basis as part of my daily duties.” – 2019 participant

Cost Realism

Description

This one-day, elective course will explain the necessity of conducting cost realism analysis and describe the differences between cost and price. This course will look at the elements of a vendor's price and will teach you how to evaluate those elements to determine whether the costs are appropriate and realistic. You will also address the red flags and pitfalls of unrealistically low offers and how to use cost realism to defend against the scrutiny of a protest. At the conclusion of this course, you will understand the issues and factors to be considered when performing a cost realism analysis.

Learning Objectives

- Define cost realism analysis and when it's needed
- Describe techniques of cost realism analysis given a proposal evaluation scenario
- Identify the impact of labor charges such as uncompensated overtime, capped indirect rates, and employee professional compensation norms
- Understand the role of cost realism analysis in source selection decisions and acquisition phases
- Access and apply guidance from protest cases based on cost realism analysis



Participants need laptops and internet access.

Course ID:

COST REAL-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

*"Wonderful course!
Thank you for making a
boring topic interesting."
– 2019 participant*

Cost and Price Realism

Description

This two-day, elective course dives into what is cost and price realism, who performs it, and why it is important. This course will focus on what a cost analysis is and how to perform one. You will acquire knowledge of the various tools and resources available to assist you in conducting your analysis and establishing your pre-negotiation position. You will also learn the steps for cost and price realism and how to apply them to their projects. At the conclusion of this course, you will have developed the skills needed to make sound contracting business decisions by using the appropriate resources to locate necessary information.

Learning Objectives

- Identify the fundamentals, techniques, and factors of cost analysis
- Distinguish between price analysis, cost analysis, and cost realism analysis
- Follow the steps of cost realism analysis
- Learn how to manage cases of uncompensated overtime, flexibly priced contracts, and evaluating offers on other contracts
- Take the steps to prepare an audit
- Analyze direct labor, direct materials, and other direct and indirect costs
- Use cost analysis to apply successful negotiation techniques on behalf of the government

Course ID:

CPR-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"This course had great real-world examples. I learned a lot from the information being placed in an interactive way." – 2019 participant

Cost Reimbursement

Description

This two-day, elective course will address the purpose and nature of cost-reimbursement contracts. You will learn how this type of contract permits the parties to undertake projects that involve substantial uncertainties and risks. This course then considers the statutory and regulatory coverage of cost-reimbursement contracts and alternative cost-reimbursement arrangements. You will also review the basics of cost estimating, preparing an IGCE, conducting a cost analysis, modifications, pricing of contract modifications, unilateral modifications, and terminations.

Learning Objectives


- Understand the purpose and the nature of cost reimbursable contracts
- Provide background into the development of a supportable cost estimate
- Examine and apply special administrative requirements for cost reimbursable contracts
- Evaluate cost and pricing for contract modifications
- Recognize special cost considerations for pricing contract terminations

Course ID:
COST REIM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"It enabled me to learn new things and refresh old things to meet my training goals." – 2019 participant

CPARS for the Acquisition Workforce

Description

This one-day, elective course will cover the Contractor Performance Assessment Reporting System (CPARS) - a Government-wide, web-enabled system that collects and manages contractor past performance information. Mandated by the Federal Acquisition Regulation (FAR), CPARS provides critical information to Contracting Officers and Source Selection teams for use in supporting future acquisition decisions. This course will give you a solid understanding of the importance of CPARS, explain its regulatory requirements, and provide you with the necessary skills to properly document and rate contractor performance.

Learning Objectives

- Describe the CPARS system and state its purpose
- Understand the importance and use of contractor past performance information
- Comprehend and correctly implement the statutory and regulatory requirements of CPARS
- Identify the roles and responsibilities of key individuals in the CPARS process
- Acquire techniques to properly monitor, evaluate, and document contractor past performance in CPARS
- Examine current issues and best practices relating to CPARS implementation

Course ID:

CPARS-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

"This course should be mandatory for COs and CORs." – 2020 participant

"I would MOST DEFINITELY recommend this course." – 2020 participant

Cybersecurity for Contracting Professionals

Description

This two-day, elective course will focus on cyber risk throughout the contracting lifecycle. You will learn how to safeguard contracts by understanding today's rapidly changing cybersecurity regulations and their impact on the contracting world. This course is focused on government and contractor systems and the sharing of controlled unclassified information as part of the acquisition process. At the end of this course, you will be vigilant in identifying any cybersecurity threats and be able to quickly react to any possible breach.

Learning Objectives

- Understand the elements and roles of cybersecurity
- Review the Executive Order and agency guidance
- Discuss current National Cybersecurity Strategy, NIST Cybersecurity framework, and Continuous Diagnostics and Mitigation (CDM)
- Use Federal Information Security Management Act (FISMA) guidelines to achieve compliance and protect Federal information systems
- Apply IA principles and risk management framework (RMF)
- Recognize IT supply chain risks
- Create easily implemented processes with distinct repercussions and remedies
- Plan ahead and assess what data is available
- Determine the value of each data set and allocate appropriate security measures
- Explore technology solutions to automate processes, restrict access points, and reduce data spillage


Course ID:

CCP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"Cybersecurity is an outstanding course because it generates awareness, creating less risk for agencies." – 2020 participant

Developing an Independent Government Cost Estimate

Description

This three-day, elective course will cover the importance and general requirements of the Independent Government Cost Estimate (IGCE), a detailed estimate of the cost to the government of the supplies or services to be acquired. You will learn what an IGCE is, how it is used, and how to prepare one using the proper tools and techniques. This course will review the uses of an IGCE, as well as the factors that affect it such as the costs, requirements, and cost estimating.

Learning Objectives

- Understand the necessary steps in developing a cost estimate
- Utilize the IGCE as a justification for acquisition planning budget requests
- Understand the elements necessary in an IGCE to support determinations of cost reasonableness and realism
- Determine the appropriate estimating methods in developing an IGCE
- Apply the IGCE to support elements of the Draft Statement of Work (SOW)
- Evaluate how IGCEs are used to support proposal evaluations, negotiations, and award decisions


Course ID:

IGCE-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"I would definitely recommend! It was very informational and practical!" – 2020 participant

Emergency Contracting

Description

This two-day, elective course will cover how important it is for the Federal Government to continually find new ways to operate effectively in the face of emergencies. This course will provide you with an overview of emergency acquisitions, the vital steps in pre-emergency planning, as well as the process for emergency contracting operations once a disaster has struck. You will also define and administer the acquisition of goods and services to ensure oversight and mitigate fraud. At the end of this course, you will have learned how to apply contracting laws and procedures to emergency acquisitions, how to execute procurement actions in an emergency environment, and apply ethical principles to those procurement decisions.

Learning Objectives


- Understand the value of pre-emergency preparation
- Explain the costs and benefits of awarding contracts in an emergency
- Apply mitigation techniques to minimize pitfalls in contract administration for emergency acquisitions including non-performance and fraud
- Identify and apply contracting laws, regulations, and procedures for emergency acquisitions
- Assess customer requirements and execute appropriate procurement actions
- Prepare, assemble, administer, and close out emergency acquisition purchase, delivery, task orders, contracts, documents, files, and reports
- Employ ethical principles in procurement decisions in emergency environments

Course ID:
EMERG CON-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

“Love it! I developed a high level understanding of emergency contracting.” – 2019 participant

Equitable Adjustments in Federal Government Contracts

Description

This three-day, elective course helps contracting officers manage inevitable changes through the course of a contract lifecycle. Therefore, it is important that contracting officers understand how changes effect contract scope, modifications, and constructive changes. Participants will use engaging exercises with negotiation techniques to make changes to existing contracts and ensure equitable adjustments to the contract. This course is designed for contracting professionals, including contract specialists and contracting officer's representatives, who are involved in administering or overseeing contracts of any type.

Learning Objectives

- Discuss types of changes to contracts
- Examine what causes changes to Federal contracts
- Learn how to effectively administer contract changes
- Participate in a dynamic exercise: What Kind of Change?
- When representing the government in a contract negotiation, negotiate win/win outcomes for the government
- Select and apply tactics, recognize tactics used by the other party, and counter win/lose tactics used by the other party
- Given a contract's, pre-award negotiation plan, and the pre-negotiation strategy, select and correctly apply tactics to accomplish the government's negotiation strategy post award

Course ID:

EAFGC-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

Ethics in Contracting

Description

This one-day, elective course will examine Federal ethics law, including procurement integrity and current ethical issues in Federal contracting. You will learn the difference between integrity and ethics, the history behind both, and why they are needed in the Federal acquisition field. This course will explore the following topics: conflict of interest, gifts, safeguarding information, restrictions on employment, and working for a contractor after government service.

Learning Objectives

- Differentiate between integrity and ethics
- Define procurement integrity and its importance
- Identify conflicts of interest and financial conflicts
- Discuss impartiality issues
- Recognize the do's and don'ts of gifts
- Explore strategies for safeguarding information
- Discuss importance of restrictions on employment
- Identify resources for further assistance

Course ID:

ETHICS CON-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

"Great information! The class exercises were good." – 2019 participant

FAR Overview

Description

This two-day, elective course will introduce you to the Federal Acquisition Regulation (FAR) and help you to better understand its complexities. You will gain a thorough understanding of how the FAR is organized and implemented, and develop basic skills to locate and interpret applicable rules. This course will also give you the opportunity to practice effective FAR research methods. At the conclusion of this course, you will have refreshed your understanding of how the FAR operates in the Federal acquisition environment.

Learning Objectives

- Research, interpret, and apply the FAR
- Apply and maintain current changes to the FAR
- Navigate between mandatory and flexible sections of the FAR for situational application
- Recognize the most frequently used parts of the FAR
- Locate, interpret, and apply the acquisition regulations applicable to your agency


Course ID:

FAR OV-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"This training has helped me strengthen skills that I use on the job." – 2020 participant

FAR Part 8: Advanced Issues in Multiple Award Schedules

Description

This two-day, elective course will focus on how government agencies can best navigate GSA Multiple Award Schedules (MAS) and the ordering process for supplies and services, based on FAR subpart 8.4. The course will provide you with information on how to use special features of the MAS Program to limit sources, establish Schedule Blanket Purchase Agreements (BPAs), and Schedule Contractor Team Arrangements (CTAs) that will expedite your agency's contracting time for commercial procurements.

Learning Objectives

- Locate and research FAR part 8 as a tool for contract decision making
- Understand the regulations governing FAR part 8 and apply guidance in Multiple Award Schedules (MAS)
- Identify national supply systems and determine how and when to use appropriately
- Review the different contracting types and how to write a performance-based Statements of Work
- Apply ordering procedures for MAS including justification, approvals, and performance metrics
- Explain benefits and pitfalls of contractor team arrangements (CTAs)
- Understand Governmentwide Acquisition Contracts (GWACs) and how and when to use them for products and services
- Apply best-in-class acquisition planning practice to ensure compliance and best outcomes for government procurement


Course ID:

FAR8 MAS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"Great course to learn more about FAR part 8. It had relevant course materials that helped me streamline my work." – 2019 participant

FAR Part 8: Governmentwide Acquisition Contracts and Source Selection

Description

This two-day, elective course will address FAR part 8, “Required Sources of Supplies and Services”, and how to consider it with Governmentwide Acquisition Contracts (GWACs). You will examine methods and processes available that focus on efficiency and are much less complex, resource intensive, and costly. This course will cover common misconceptions regarding the various contract vehicles, discuss the flexibilities offered by use of GSA’s Multiple Award Schedules (MAS), and review methods of providing offerors a fair opportunity to be considered. In doing so, you will examine flexibilities available as outlined in the FAR to improve the source selection and acquisition process.

Learning Objectives

- Define, discuss, and implement the competitive source selection process under FAR part 8
- Explain Best Value in relation to FAR subpart 8.4, "Federal Supply Schedules", and FAR part 15, "Contracting by Negotiation"
- Differentiate between FAR Subpart 8.4, 13, and 15 procedures
- Understand flexibilities in Blanket Purchase Agreements and Simplified Acquisition Procedures
- Learn how to provide offerors with a fair opportunity to be considered under multiple-award deliver and task order contracts
- Develop process innovations that lead to less complex and costly source selections

Course ID:

FAR8 GWAC-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"This course was great. Even though I've done FAR part 8.4 a few times in my career, I managed to learn a few new things!" – 2019 participant

"The case studies and review of GAO decisions pulled the class together." – 2019 participant

FAR Refresher

Description

This two-day, elective course will serve as a refresher for you to get up to date on the latest FAR additions and changes. You will walk away with a better understanding of the FAR and how to integrate new policies and procedures in your workplace. This course will focus on developing or enhancing skills necessary to locate and interpret applicable rules, statutes, policies, and procedures set forth in the FAR and related supplements. At the conclusion of this course, you will have refreshed your understanding of how the FAR operates in the Federal acquisition environment.

Learning Objectives

- Research the FAR for application to current position and needs
- Locate the most frequently used parts of the FAR and recognize which sections are mandatory and which are flexible per situational needs
- Discuss and apply current changes to the FAR and learn how to maintain knowledge currency to remain compliant with all applicable laws

Course ID:

FAR REF-EL

Length: 2 Days**Continuous Learning Points (CLPS):** 16**Modality:**

In-person



Virtual

Testimonials:

"I enjoyed the course and happy that I signed up for it. Overall great."
– 2019 participant



Participants need laptops and internet access.

High Performing Teamwork

Description

This two-day, elective course will cover the skills needed for you and your team to produce high-quality content and work efficiently with each other. You will learn the importance of a high-performing team through hands-on team-building activities that highlight setting a shared vision, using common language, and establishing clear roles and responsibilities. At the conclusion of this course, you will understand how to communicate and operate as a high performing team.

Learning Objectives

- Define a high-performing team
- Demonstrate a high-performance team model
- Understand leadership focus areas
- Practice communication styles to achieve the best results
- Clarify the roles and responsibilities within a team
- Create and maintain trusting relationships among team members
- Employ fairness to overcome inequalities
- Utilize focus areas to find solutions
- Address strengths and weaknesses to discover overlaps and gaps in needed talent
- Align values to a team's purpose and vision

Course ID:

HPT-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"Successfully working in teams is vital to my job success so very much recommend this course!"
– 2021 participant

Incentive Contracting

Description

This one-day, elective course will introduce you to the concept of incentive contracts. You will review how to select a contract type, determine risk, implement incentive contract modifications, and compare elements of an incentive arrangement to structure a negotiation objective. This course will also discuss how to examine the current recommended approaches for incentive contracts, and add a performance or delivery incentive to a Cost Plus Incentive Fee (CPIF) or Fixed Price Incentive Firm (FPIF) contract.

Learning Objectives

- Identify types of incentive contracts
- Explain the use and application of different contract types
- Analyze incentive objective and subjective arrangements
- Select an appropriate cost share
- Determine the government's objectives for an incentive arrangement given a contractor's proposal
- Examine the current recommended approaches for incentive contracts

Course ID:

INCENT CON-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Intermediate Quality Assurance and Risk Management

Description

This four-day, elective course will give you thorough insight into how a contractor prepares a proposal and how they analyze the requirements document to find the high-cost, high-risk areas. You will learn how to avoid the common mistakes that lead to higher costs, and anticipate how a contractor will read the requirements document and prepare the quote. This course will give you immense leverage in keeping the project costs down by introducing quality assurance (QA) at each step of the acquisition process.

Learning Objectives

- Learn how to identify the high-risk, high-cost areas in requirements documents
- Identify the language in a performance work statement/ statement of work (PWS/SOW) that drives risks and costs higher
- Recognize the most risky contract terms and conditions
- Understand and negotiate options available to keep excessive costs down
- Employ steps to ensure quality measures
- Apply performance assessment in performance-based contracts
- Implement contract terms
- Monitor and document progress, costs, government furnished property, and fraud
- Perform a QA inspection and acceptance of deliverables

Course ID:

QARM-EL

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:



In-person



Virtual

Testimonials:

"I found that I could relate topics learned to my job. It will make me a better worker." – 2019 participant

Managerial Decision Making and Problem Solving for Acquisition Teams

Description

This two-day, elective course will hone and improve your skills to efficiently and effectively make sound business decisions. You will learn how to develop the problem statement, assess risk, consider ethical issues, and incorporate your decision into the plan. These skills will contribute to your ability to make the best decision using problem solving tools and techniques. At the conclusion of this course, you will be able to illustrate the key tenets of managerial decision making.

Learning Objectives

- Develop critical thinking skills for decision making
- Understand how the problem statement is defined
- Learn about ethical considerations in decision making
- Describe the risk management process and identify potential risks for both government and contractor
- Apply risk management techniques and viable solutions


Course ID:

MDPS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"I felt as if my knowledge in this topic was enhanced. It will help me in my professional life." – 2020 participant

Managing Multiple Priorities

Description

This two-day, elective course will provide you with an overview of strategies used to balance a series of high-demand tasks while handling multiple, urgent priorities. You will learn how today's career experience is inherently dynamic and develop skills needed to manage new requirements, modifications, meetings, contractor performance reviews, agency priorities, supervisor priorities, and contract oversight. This course will teach you how to prioritize and choose where to focus your efforts and resources.

Learning Objectives

- Utilize strategies for handling a busy schedule
- Identify priority-setting methods and criteria
- Apply priority management techniques
- Assess personal productivity
- Understand workplace functions with multiple bosses
- Solve time-management problems by preventing time wasters
- Handle work overload and unrealistic timelines

Course ID:

MMPAE-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"Definitely realigned how I use Outlook to help structure my day better." – 2020 participant

Market Research

Description

This one-, two-, or three-day, elective course will highlight market research as a collaborative responsibility. You will learn how program managers and contracting officers work together to research both the technical and business side of the market. This course will discern the implications of set-asides and resources during the market research phase. You will also examine emerging requirements for documenting the determination and use of small businesses in acquisitions. At the conclusion of this course, you will establish a balance between reliance on internal sources and reliance on purchase from commercial sources.

Learning Objectives

- Apply regulatory and policy requirements for market research
- Understand the role and value of market research in advance procurement planning
- Perform market surveillance through early exchanges with industry
- Employ the methods, practices, tools, and techniques of market research
- Define the roles and impact of the program manager and contract specialist in market research
- Apply pricing considerations in market research
- Identify all applicable mandatory non-price-related evaluation factors in the FAR
- Understand the role of market research in pricing commercial products
- Recognize the impact of market research on responsibility and reasonableness considerations
- Document market research findings and reports

Course ID:

MRKT RE 1-EL

Length: 1 Day

Course ID:

MRKT RE 2-EL

Length: 2 Days

Course ID:

MRKT RE 3-EL

Length: 3 Days

Continuous Learning Points (CLPS): Up to 24

Modality:



In-person



Virtual

Testimonials:

"The case study exercises are essential. These exercises and the discussion truly increased my understanding of the concepts." – 2020 participant

Monitoring and Documenting Contractor Performance

Description

This three-day, elective course will help you gain skills to ensure that contracts are performed according to the terms and conditions set by the contractor and the government. You will understand the different roles and responsibilities for administering contracts. This course will teach you about monitoring a contractor's progress and assuring that the government receives the quality of service(s) or product(s) in accordance with contractual provisions.

Learning Objectives

- Understand the responsibilities of Federal acquisition personnel for monitoring and documenting the contractor's performance
- Learn the standards of conduct
- Identify the steps in planning to monitor and document performance
- Determine the terms and procedures for conducting performance assessments for performance-based contracts
- Implement contract terms that govern oversight of the contractor
- Monitor and document the contractor's progress, costs, management of government furnished property, and fraudulent behavior
- Learn how to inspect and accept contract deliverables
- Identify risks when monitoring and mitigate problems
- Understand documentation required at closeout related to the contractor's performance


Course ID:

MDCP-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"I will be recommending this class to my peers and supervisors." – 2020 participant

Negotiation Techniques

Description

This five-day, elective course will teach you how to use negotiation techniques to reach mutually beneficial agreements with vendors, internal departments, colleagues, and other stakeholders. This course will focus on finding creative, integrative solutions that satisfy each party's interests and needs, resulting in the best possible negotiated outcome. You will learn and apply collaborative problem-solving techniques to realistic acquisition challenges.

Learning Objectives

- Understand general negotiation concepts
- Prepare and conduct fact-finding sessions using proposals, technical evaluation reports, RFPs, and results of a cost or price analysis
- Develop a negotiation plan based on an assessment of the government's priorities
- Identify the strengths and weaknesses of all parties involved in the negotiations
- Recognize and interpret nonverbal cues
- Negotiate win/win outcomes for the government
- Select and apply tactics to counter win/lose outcomes
- Apply tactics to accomplish the government's negotiation strategy

Course ID:

NEG TEC-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"This course was valuable and will help me in my current job, improving negotiation skills." – 2019 participant

"The most beneficial training!" – 2020 participant

Performance-Based Service Acquisition

Description

This three-day, elective course will discuss the outcomes of the Government Performance Results Act (GPRA), which generated increased agency use of performance-based acquisition (PBA) methods to ensure achievement of contractual objectives. This course includes the latest guidance and samples issued by the Office of Federal Procurement Policy (OFPP). The performance-based service acquisition (PBSA) process is covered in detail to provide in depth explanation of the benefits and challenges in this method of contracting. You will learn how PBSA contracting relates to program and procurement activities. In addition, this course will teach how to determine if a requirement is a candidate for the PBSA contracting method.

Learning Objectives

- Understand the history, purpose, and benefits of PBSA contracting
- Explain performance work statements (PWSs)
- Develop performance indicators, standards, and acceptable quality levels
- Define the roles of various participants in the PBSA process
- Identify positive and negative incentives used in performance-based contracting
- Determine whether agency requirements are appropriate for the PBSA method

Course ID:

PBSA-EL

Length: 3 or 5 Days

Continuous Learning

Points (CLPS): Up to 40

Modality:

 In-person

 Virtual

Testimonials:

"This course is very useful in our jobs. I highly recommend to others." – 2020 acquisition team member

"The content about the acquisition lifecycle was easy to absorb!" – 2020 participant

Performance Statements of Work

Description

This three-day, elective course will teach the purpose of a performance work statement (PWS), or performance-based statement of work (PBSOW), in performance-based acquisition (PBA). You will learn how to organize, write, review, and improve a PWS. This course will cover the various types of PWSs and the considerations, planning, and preparation involved with each.

Learning Objectives

- Understand the history, purpose, and benefits of PBA contracting
- Explain performance work statements (PWSs) and how to write, review, and improve them
- Write effective SOO documents
- Define important terms related to PWS
- Write Quality Assurance Surveillance Plans (QASPs)
- Identify positive and negative incentives used in performance-based contracting

Course ID:

PBSOW-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"Well worth the time. I would recommend it to others." – 2019 participant

"This course is important even if you don't manage contracts because you will understand how they are written." – 2020 participant

Risk Management in Acquisitions

Description

This two-day, elective course will expose you to a broader way of thinking about risk. You will work to understand the types of risk and proper methods of mitigation. This course will teach methods to best manage and report risks and monitor the risk situation. At the conclusion of this course, you will be able to apply learned techniques to real world risk situations.

Learning Objectives

- Determine risk mitigation techniques to use in a contracting related problem
- Identify risk factors
- Develop a risk management plan
- Formulate viable solutions to a contracting dilemma
- Create defensible decisions
- Identify specific language in the PWS/SOW that leads to high-risk and high-cost

Course ID:

RMA-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"This class is necessary to build a strong portfolio in the contracting arena." – 2020 participant

Roles and Responsibilities for Non-Contract Specialists

Description

This two-day, elective course is designed for non-contract specialist personnel who work on contracts with contract managers. This course will focus on the key elements of contract management and how this role engages with other roles in the organization. Through this course, you will see the larger picture of how you work with and contribute to the overall strategy and outcomes of a contract. You will come to understand how effective communication and expectation management is key to this process.

Learning Objectives

- Understand the basic concepts of the Federal acquisition process and the key planning documentation used by contract managers
- Describe the roles and responsibilities of contract managers across the project lifecycle and who they interact with at each stage
- Analyze the role of the contract manager in developing and managing requirements and deliverables and how this impacts other key personnel such as non-contract specialists
- Justify contract management decisions as part of problem-solving
- Establish and communicate contract goals
- Build strong contract management teams among varying personality types


Course ID:

RRNCS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Sealed Bidding

Description

This one-day, elective course will provide the basics on how you should set up, evaluate, and use seal bidding procedures for proposals and award contracts. You will learn how sealed bidding follows FAR part 14, and includes competitive bids, public opening of bids, and resulting awards. This course will go over how to prepare, publicize, and submit bids for proper evaluation.

Learning Objectives

- Evaluate purchase requests to determine if a sealed bid process is viable
- Determine what documents and proposal elements are required for a sealed bid
- Utilize sealed bidding procedures when requesting proposals
- Understand how to handle pre-award inquiries
- Determine if pre-proposal conferences are required and how to properly amend RFPs
- Evaluate cost and pricing data to include competitive range fact-finding
- Conduct negotiations and resolve mistakes
- Prepare awards and perform debriefs
- Implement best procedures for handling protests, detecting fraud, and processing bids

Course ID:

SEAL BID-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Services Contract Law Statute

Description

This two-day, elective course will help you to understand the Service Contract Act's (SCA) labor requirements and how to use this knowledge when drafting proposals and negotiating contracts. This course will teach you how the SCA protects lower wage earners by setting a salary floor and defining fringe benefits. You will learn when to apply the SCA and how the requirements are enforced.

Learning Objectives

- Understand when the SCA applies and how it is used
- Determine SCA wage procedures and prevailing labor rates issues
- Recognize the SCA prevailing fringe benefits in relation to health and safety
- Understand how the SCA applies to subcontractors and special problems of off-site contracts
- Apply and account for overtime compensation provisions of the SCA law
- Distinguish the interrelationship of the SCA with other labor laws

Course ID:

SCAS-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Rating: Not available

Testimonials:

New course! Includes up-to-date material.

Simplified Acquisition Procedures (Basic)

Description

This five-day, elective course is vital for industry and government professionals who have specific purchasing requirements for equipment and services. This course will focus on the importance of market research in planning and preparing for the buy. You will explore the dimensions of best value methodology as it applies to simplified acquisition and build confidence in making successful purchasing decisions on every requisition.

Learning Objectives

- Understand market competition
- Describe strategies and techniques for improving accomplishment of socioeconomic requirements
- Implement effective planning techniques
- Use evaluation factors and negotiation techniques to achieve best value
- Discuss how the evaluation process is a key component in the best value decision
- Recognize and learn how to deal with fraud
- Identify relevant quality assurance issues
- Describe the steps involved in payment and closeout
- Use appropriate monitoring techniques
- Determining price reasonableness and best value
- Understand the impact of the legal and political environment on acquisition processes and procedures

Course ID:

SAP B-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"I was engaged in the learning process and came out very satisfied with this course." – 2019 participant

Simplified Acquisition Procedures (Advanced)

Description

This five-day, elective course will focus on the importance of understanding the more advanced issues associated with conducting purchases using simplified acquisition procedures, the reporting of those actions, and the standards of ethical conduct for all Government employees. You will learn about commercial open market purchases, including those above the micro-purchase threshold and up to the expanded threshold for commercial items. At the conclusion of this course, you will understand the necessity of accomplishing certain tasks when using simplified acquisition procedures.

Learning Objectives

- Utilize simplified acquisition procedures for open market purchases and competed requirements
- Solicit offers for both purchase and leasing arrangements
- Review proposed business management and technical evaluation factors
- Develop and conduct negotiation objectives for simplified acquisitions
- Monitor, inspect, and accept supplies and services rendered by the contractor
- Review and approve payment in accordance with Fast Payment procedures
- Implement the close out of acquisitions with possible modifications, cancellations, and negotiations
- Determine surveillance needed for effective contract administration and follow-up procedures

Course ID:

SAP A-EL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"This training has helped me strengthen my skills that I use on the job." – 2020 participant

Simplified Acquisition Procedures Refresher

Description

This two-day, elective course will review the Simplified Acquisition Procedures (SAP) involved in making awards under the Simplified Acquisition Threshold (SAT). You will revisit these procedures that take advantage of streamlining aspects of the SAP FAR policy, as well as cover new policies and changes. At the conclusion of this course, you will be refreshed on the necessity of accomplishing certain tasks when using simplified acquisition procedures.

Learning Objectives

- Obtain a working knowledge of the process and procedures used when performing an SAP
- Re-evaluate purchase requests for possible procurement using SAP
- Apply socioeconomic factors in procurements performed using SAP
- Understand the administration of purchase, task, and delivery orders
- Use evaluation factors and negotiation techniques to achieve best value
- Recognize and learn how to deal with fraud

Course ID:

SAP REF-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Source Evaluation and Selection (Basic)

Description

This two-day, elective course will provide you with the information necessary to conduct formal source selection and streamlined source selections of contracts awarded by negotiation. This course will introduce you to source selection procedures and the importance of sound business judgment in selecting the successful contractor.

Learning Objectives

- Implement formal source selection procedures
- Understand the responsibilities of boards, councils, panels, and groups who perform the evaluations
- Utilize evaluation procedures in selection
- Understand lowest price technically acceptable (LPTA) methodology
- Apply the rules related to using the best-value process in source selection
- Develop evaluation factors and scoring methods
- Negotiate procedures and request of final proposal revisions (FPRs)
- Apply the appropriate procedures in the source selection discussion process

Course ID:

SES B-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"I'm involved in a lot of procurements and want to make sure I am fully informed, so this course was overall great." – 2020 participant

Source Evaluation and Selection (Advanced)

Description

This three-day, elective course will build on your understanding of source selection planning, comprehension of standards and factors, best practices for preparation of offers, and how to conduct communications with those who are making offers. This course will enhance prior knowledge of source selection, as well as the legal basis for the process of source selection. You will learn how to make best-value proposals and debriefings in the most effective way.

Learning Objectives

- Understand the performance standards for the acquisition system as set forth in the FAR
- Identify the type of acquisitions that should not use source selection procedures
- Describe the Value Adjusted Total Evaluated Price (VATEP) source selection procedure and identify its position on the best value continuum
- Mitigate the risk of unsuccessful contractor performance
- Implement “best practices” to improve tracking of contractor performance
- Define the two major categories of contract types and their risks
- Identify the methods of rating proposals
- Understand the importance of timeframes for government and contractor communication

Course ID:

SES A-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

“The course gave me more insight on how to approach technical evaluations while participating on review panels.” – 2021 participant

Source Evaluation and Selection (Best Value)

Description

This two-day, elective course will guide you in understanding the importance of learning the trade-off approach used in achieving a best-value acquisition (BVA). During this course, you will learn how to best select a trade-off and the steps in constructing, planning, conducting, and fully executing a BVA. At the conclusion of this course, you will understand the outcomes and how to ensure best-value source selections.

Learning Objectives

- Implement formal source selection procedures for best-value acquisition
- Understand the responsibilities of boards, councils, panels, and groups who perform the evaluations
- Utilize evaluation procedures in best-value selection
- Understand lowest price technically acceptable (LPTA) methodology
- Apply the rules related to using the best-value process in source selection
- Develop evaluation factors and scoring methods
- Negotiate procedures and request of final proposal revisions (FPRs)
- Apply the appropriate procedures in the best-value source selection discussion process

Course ID:

SES BV-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"It's a great overview. I highly recommend it. I am looking at this (SES) in a different light now. Invaluable!" – 2020 participant

Category Management

Description

This three-day, elective course will teach you how category management is used to make better acquisition decisions and leverage unified buying power. This course will go over category management and how it creates efficiencies in ordering, processing, sustainment, and closeout of products and services in the acquisition lifecycle. You will learn how to perform strategic sourcing as a key component of the category management framework. At the conclusion of this course, you will have a wholistic view of agency spending, greater spending habits of the government, and how to leverage that information to make better business decisions.

Learning Objectives

- Identify core areas of spend in an agency
- Develop informed levels of purchase knowledge
- Leverage shared best practices across agencies
- Provide acquisition, supply, and demand management solutions
- Strategically source across Federal agencies in communities of practice
- Establish procedures to recognize total cost savings, value, and socioeconomic participation
- Collaborate with industry to develop optimal solutions


Course ID:

CAT MAN-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"It was most beneficial learning real stories of experiences as scenarios to help see issues and how they were resolved." – 2020 participant



Participants need laptops and internet access.

Task Order Contracting

Description

This two-day, elective course will increase your skills at identifying, establishing, and ordering work under Task- and Delivery Order Contracts. You will learn how to critique excerpts from sample solicitations for multiple award task order contracts, develop pre-negotiation positions on loaded labor rates for task order contracts, and identify requirements that may (and may not) be placed against sample task order contracts. This course will teach you how to develop, determine, and maintain positions and documents critical for task order contracts based on government requirements. At the conclusion of this course, you will be able to carry out a task order contract from conception to closeout.

Learning Objectives

- Determine how and when to establish task order contracts
- Draft statements of work for task order contracts
- Establish the basis for pricing offers
- Establish non-price factors for award
- Select the indefinite delivery vehicle
- Determine how and when to make multiple awards
- Solicit and evaluate offers
- Recognize if a requirement may be ordered under the contract
- Identify which awardees should be considered for the order
- Determine which awardees (if any) to contact prior to placing an order
- Conduct exchanges with one or more of the awardees


Course ID:

TOC-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"As someone who has had limited exposure to task orders, this course provided a great foundation of knowledge. I will use it as I begin to engage preparing task orders." – 2020 participant

Types of Contracts

Description

This one-day, elective course will provide you with a basic understanding of various types of contracts used in the Federal Government. You will learn the best application of each type of contract, as well as the benefits and drawbacks they present to the government and the contractor.

Learning Objectives

- Identify types of contracts – fixed price vs. cost reimbursable
- Determine the appropriate contract type for any given scenario
- Assess the tools, risks, and consequences associated with each contract type
- Identify the contracting officer's responsibilities in determining the contract type
- Understand how to deal with recurring requirements
- Differentiate between risk and incentive when selecting a contract type


Course ID:

TYPE CON-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

 In-person

 Virtual

Testimonials:

"I just became a COR so this was very helpful to learn the different types of contracts and expanded my knowledge." – 2020 participant

Understanding Protests

Description

This one-day, elective course will provide you with a broad understanding of protests in government contracting. You will learn proven, well-documented methods to prevent protests and how to defend against them. This course will discuss the bid protest process and the most common reasons why contractors protest. At the conclusion of this course, you will have a strong basis for handling contract protests.

Learning Objectives

- Identify the grounds for protests
- Understand the bid protest procedures
- Identify who can file or be a party to a protest
- Master procedures for bringing and resolving protests
- Identify common mistakes in pre- and post-award acquisitions
- Understand procedures for preparing agency response and reviewing protestor replies
- Understand the basis for and impact of GAO decisions and recommendations
- Understand the role of the U.S. Court of Federal Claims in the protest process
- Apply methods to overturn a protest and avoid future protests

Course ID:

UNDER PROT-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

*"Very pleasant course!
What I liked the most
was that the cases were
discussed with the whole
class and deeply
engaged us." – 2019
participant*

Writing Statements of Work

Description

This three-day, elective course will teach you how to write, review, and improve statements of work (SOW) for studies, analysis, evaluations, management, professional support, and IT requirements. You will cover how and when to develop a SOW using proper SOW language and evaluation factors.

Learning Objectives

- Describe the importance of a clear, precise, well-written statement of work (SOW)
- Distinguish between types of SOWs
- Identify questions to be answered when developing a SOW
- Describe basic requirements and language elements necessary to ensure a well-written SOW
- Understand the importance and purpose of the Independent Government Cost Estimate (IGCE)
- Recognize the cost elements of a typical IGCE
- Identify valid evaluation factors that must be in the Request for Proposal (RFP)
- Discuss the general rules of contract interpretation

Course ID:

SOW-EL

Length: 3 Days

Continuous Learning

Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"Very informative with real life examples. I would love to see more people take this course!"
– 2021 participant

Project and Program Management Courses

Complete your FAC-P/PM entry-, mid- or senior-level certification with our training courses that are DAU equivalent. Our courses are third-party verified and implement adult learning techniques to make them easily assimilable for our participants. BMRA offers a complete path from entry- to senior-level certification. Plot your course path using this guide and start your career in motion.

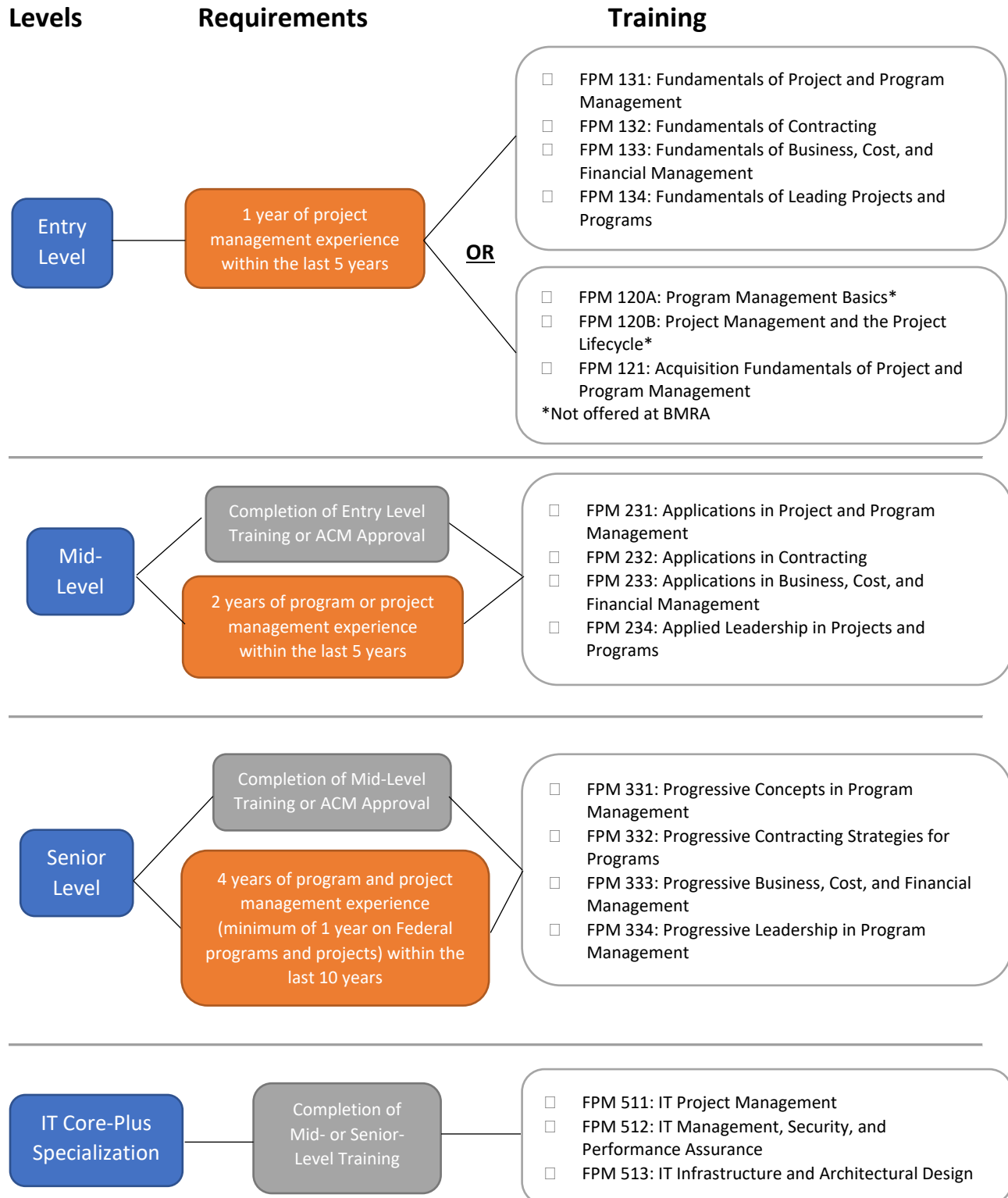
[FAC-P/PM](#)

The Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) program is for acquisition professionals in the Federal Government performing program and project management activities and functions. The career function of a program and project management professional not only includes developing accurate government requirements, defining measurable performance standards, and managing lifecycle activities. It also ensures the intended outcomes are achieved in an efficient and agile manner in the best interest of the government.

The FAC-P/PM focuses on essential functional and technical skills needed for P/PMs. While it does not include agency-specific competencies, BMRA instructors are skilled at wrapping in the applicable agency policies so you can see how your function integrates these principles. FAC-P/PM applies to all executive agencies, except the Department of Defense (DoD).

FAC-P/PM Certification Roadmap

Participants should check with their ACM for any particular course requirements for their agency.



FPM 121: Acquisition Fundamentals of Project and Program Management

Description

This five-day course will build on the basic concepts you learned in FPM 120A and FPM 120B. You will acquire the basic knowledge and skills needed by an entry-level project manager to successfully manage a small project and be an effective member of an integrated project team (IPT). Upon successful completion of this course, you will clearly understand how to fulfill entry-level program/project management obligations.

Pre-Requisites: FPM 120A, FPM 120B

Learning Objectives

- Identify roles and responsibilities to make program/project decisions
- Develop elements of key program/project management deliverables
- Define the process for developing program specification requirements and a performance work statement
- Justify program/project management decisions
- Connect principles of systems engineering to monitoring and controlling a program/project
- Examine program/project performance in terms of cost, schedule, and scope
- Interpret information in case studies, real-world scenarios, and project summaries to determine best solutions for the program/project


Course ID:

FPM 121

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

 In-person

 Virtual

Testimonials:

"I learned something new and got a better understanding of project management." – 2020 participant

FPM 131: Fundamentals of Project and Program Management

Description

This four-day course will provide you with the foundation for effective requirements development, systems management, and an introduction to the lifecycle of Federal Government projects. This course will develop your technical knowledge and abilities required in project and program management. At the conclusion of this course, you will be able to successfully develop and manage requirements in accordance with the Federal acquisition processes.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Illustrate the Federal acquisition process and the key planning documentation used by program managers
- Describe the roles and responsibilities of project managers across the project lifecycle
- Define and develop the foundations of a project plan, Work Breakdown Structure (WBS), budget, schedule, and other resources
- Manage and control the project against the baseline
- Analyze the role of the program manager in developing and managing requirements
- Identify key technical management processes and tools used in systems engineering
- Evaluate the importance of the test and evaluation process in acquisition decisions
- Apply Total Life-Cycle Systems Management (TLCSM)
- Utilize effective project close out procedures

Course ID:

FPM 131

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:



In-person



Virtual

Testimonials:

"I came away with a better knowledge of concepts that I've heard about – very helpful!" – 2021 participant

FPM 132: Fundamentals of Contracting

Description

This three-day course will provide you with a foundational knowledge of Federal contracting actions and the acquisition process policies. This course will focus on the different phases of the acquisition lifecycle: acquisition planning, contract formation, and performance and administration. You will also be introduced to the critical steps that will ensure a successful contracting process.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Describe the purpose, goals, and roles & responsibilities of the Federal acquisition system
- Understand the importance and key aspects of acquisition planning
- Review the three domains that constitute the federal triad and how it applies to program/project management
- Conduct market research
- Describe the elements of contract formation: solicitation, evaluation, and award
- Select evaluation methodology
- Identify the functions needed to terminate and close out a contract

Course ID:

FPM 132

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

*"Great concepts!
Excellent means of
encouraging self-
discovery." – 2020
participant*

FPM 133: Fundamentals of Business, Cost, and Financial Management

Description

This three-day course will provide you with the financial management and decision-making skills necessary for successful program/project outcomes. You will learn how to resolve program/project problems by applying effective cost estimating, Federal budgeting, and earned value management (EVM) principles. This course will help you develop skills to meet performance outcomes necessary for business and financial management.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Outline the process for building a viable business case
- Evaluate the requirements development process
- Utilize key concepts for cost estimating
- Understand the Federal budget process as well as budget authority
- Understand resource allocation for each type of appropriation
- Describe key concepts relating to earned value management (EVM)
- Manage a program using various performance measures
- Create an action plan


Course ID:

FPM 133

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"This course allowed me to enhance my skills to become a more effective COR and to understand other team roles." – 2019 participant

"I got a good overall understanding of Cost Estimating, EVM, and the Budget process." – 2020 participant

FPM 134: Fundamentals of Leading Projects and Programs

Description

This two-day course will provide the foundation for leadership, which is critical to the success of all high-performing program and project managers. You will cover problem-solving, conflict management, interpersonal skills, resilience, flexibility, accountability, customer service, and oral and written communication. This course will emphasize the importance of essential leadership skills including: teamwork, collaboration and communication, personality types and preferences, negotiation skills, and organizational and team structures for optimum performance.

Pre-Requisites: 1 year of project management experience in the last 5 years.

Learning Objectives

- Explain the role of leadership in project management
- Analyze employee accountability in the workplace
- Use effective oral and written communication skills with stakeholders
- Discuss leadership techniques to maximize customer satisfaction
- Identify situational leadership styles
- Comprehend conflict resolution approaches
- Understand ethical and professional responsibilities for project managers


Course ID:

FPM 134

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

“Beneficial discussion on tactics and strategies for being a good leader. This was one of the best courses I’ve taken.” – 2021 participant

FPM 231: Applications in Project and Program Management

Description

This four-day course will provide the foundation for effective requirements development and systems management. You will develop the necessary skills to construct an overall acquisition strategy approach in a simulated integrated project team (IPT) environment. This course will emphasize crafting an integrated approach to systems management, including developing requirements, technology and risk management, test and evaluation, and integrated logistics support.

Pre-Requisites: 2 years of project or program management experience in the last 5 years.

Learning Objectives

- Lead an IPT toward achievement of project goals
- Manage Federal projects within a strategic decision environment
- Analyze the role of the program manager in developing and managing requirements
- Apply technical management processes that result in a balanced systems design
- Analyze integrated product support using integrated product support elements


Course ID:

FPM 231

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

 In-person

 Virtual

Testimonials:

"I enjoyed how this class was structured. It greatly added to my PM knowledge." – 2019 participant

"I would recommend any PM to take this class." – 2020 participant



Participants need laptops and internet access.

FPM 232: Applications in Contracting

Description

This three day course will provide you with discussion of the mission, purpose, vision, and goals of Federal contracting, discusses the Federal Acquisition Regulation System (FAR) and acquisition lifecycle, and reviews the various roles and responsibilities of the acquisition team. You will explore leadership and management processes associated with successful acquisition planning. This course will also cover elements of planning for source selection, and the key aspects of evaluating proposals, bids, and offers. You will come away from this course with a thorough understanding of planning contract administration and monitoring contractor performance.

Pre-Requisites: 2 years of project or program management experience in the last 5 years.

Learning Objectives

- Examine the leadership and management processes associated with acquisition planning
- Compare business processes between industry and the Federal Government as they relate to contracting
- Formulate an acquisition strategy and acquisition plan
- Build and maintain effective contract incentive relationships
- Differentiate the key features of pre-award actions, contracting methods, and policy required by the Federal Acquisition Regulation (FAR)
- Conduct market research
- Determine how commercial-off-the-shelf (COTS) products may affect a program during acquisition planning
- Formulate the key features of comprehensive project requirements documents

Course ID:

FPM 232

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"As a PM, I needed this training. It was extremely relevant." – 2021 participant

"Course was superb! Worth my time to gain my FAC-P/PM." – 2019 participant

FPM 233: Applications in Business, Cost, and Financial Management

Description

This three-day course is designed to explore key competencies for project managers relating to business and financial management. You will develop application and analysis skills for estimating cost by using cost-related information to manage project financials and assemble a viable business case. This course will teach earned value management (EVM) skills as a tool for tracking contractor performance, managing risk, and adjusting project strategy. You will be able to apply your skills managing the operational business dynamics within the scope of Federal projects.

Pre-Requisites: 2 years of project or program management experience in the last 5 years.

Learning Objectives

- Construct a viable business case based on sound cost-benefit analysis
- Identify cost estimating processes, methods, techniques, and analytical principles
- Utilize cost estimating and cost analysis to formulate financial programs and budgets
- Analyze and allocate funds within the appropriations categories
- Understand agency policy and OMB compliance for budget formulation
- Use earned value management (EVM) to forecast and track program/project performance
- Illustrate how EVM relates to managing project risk
- Understand risk using EVM indicators and employ adjustment techniques as needed


Course ID:

FPM 233

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"I think this is a good course for PMs! Needed for those just starting out and even as a refresher." – 2021 participant

FPM 234: Applied Leadership in Projects and Programs

Description

This two-day course will provide you with skills in forming and leading integrated teaming arrangements. You will learn effective communication strategies to build alliances, focus decision making, and resolve interpersonal and organizational conflict. This course will teach you the critical thinking skills needed to process and synthesize information to arrive at new levels of insight regarding project risks, stakeholder engagement, and the political backdrop that affects projects and programs. Additionally, you will gain skills to lead a team, find solutions for issues that pose risk to project performance, and take responsibility and accountability.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Entry-Level.

Learning Objectives

- Lead and facilitate an integrated project team to achieve project goals
- Apply an effective communications approach to build networks and foster professional alliances
- Apply critical thinking techniques to improve overall individual and team performance
- Construct effective and timely decisions
- Develop new insights and question conventional approaches, while encouraging new ideas and innovations
- Foster the talent of others to perform by providing ongoing, effective feedback and mentorship
- Resolve interpersonal conflicts, grievances, and confrontations to minimize negative personnel and organizational impact
- Determine the impact that stakeholder relations have on programmatic success
- Identify and effectively leverage the internal and external political environment that impacts the project

Course ID:

FPM 234

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

“Great class that fostered relevant discussions and articulated concepts.” – 2019 participant

“This was the best class I’ve taken – great information!” – 2021 participant

FPM 331: Progressive Concepts in Program Management

Description

This four-day course will provide you with the technical knowledge and abilities required to orchestrate more complex projects collectively as programs. You will synthesize requirements into viable acquisition strategies and evaluate those strategies as programs evolve. This course will cover technology management processes with the goal of implementing a balanced system design, as well as how to track asset developer technical progress and reporting. At the end of this course, you will have gained viable approaches to product support and supply chain management that increase system readiness, maintain affordability, and reduce the logistics footprint.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives


- Lead integrated project teams and other program-oriented working groups
- Manage the analyses of user requirements to optimize system performance relative to cost and schedule
- Facilitate the development of the program acquisition approach and define program scope
- Coordinate an Integrated Master Plan and Integrated Master Schedule
- Manage the integration of business and technology management strategies that deliver best value and meet capability requirements
- Prepare for program milestones and stakeholder reviews
- Collaborate with the office of the agency chief information officer (CIO) to define information technology (IT) metrics and strategies
- Develop and apply effective system performance measures
- Implement a systems engineering management program that tracks engineering and specification requirements
- Evaluate technical management processes and tools used in system engineering

Course ID:
FPM 331

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

 In-person

 Virtual

Testimonials:

"I was PM certified over 15 years ago and I've seen the industry change a lot over time. This class taught me new material that I found extremely helpful and interesting." – 2021 participant



Participants need laptops and internet access.

FPM 332: Progressive Contracting Strategies for Programs

Description

This three-day course will provide you with the knowledge and ability to integrate, evaluate, and lead program strategy into a viable approach for program procurement. You will evaluate acquisition planning actions, adjust those plans according to policy and program risk, and orchestrate source selection of a complex program. This course will teach you how exit criteria is developed and defended and how to balance stakeholder expectations. This course will emphasize the acquisition of services that support agency technical and business management requirements. After this course, you will understand how to facilitate a negotiated baseline of performance between the operational users and corresponding commercial and organic support providers.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Lead and process the integration of program and acquisition planning
- Adapt pre-award actions required by the Federal Acquisition Regulation (FAR)
- Prepare the statement of objectives (SOO), statement of work (SOW), or performance-based statement of work (PBSOW)
- Implement contracting approaches within the acquisition strategy and risk management process
- Evaluate compliance with the Federal and agency acquisition policies to meet user/mission requirements
- Collaborate with the program contracting officer and orchestrate the source selection process
- Facilitate the contractual relationship with domestic and international stakeholders
- Develop the overall contracting strategy


Course ID:

FPM 332

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"The entire course start to finish was beneficial and relevant." – 2021 participant



Participants need laptops and internet access.

FPM 333: Progressive Business, Cost, and Financial Management

Description

This three-day course advances the experienced project manager into the business enterprise tasks of leading complex projects and larger, collective programs. You will evaluate for merit and evoke risk management strategies resulting in program-level adjustments to financial plans and cost benefit analyses. Earned value management (EVM) metrics are evaluated, followed by program adjustment decisions based on EVM data. This course will emphasize managing cost and financial risks within the broader context of a Total Life-Cycle Systems Management (TLCSM) approach to program management. You will understand how to present and defend a business case before program stakeholders, manage funds, and other key competencies for project managers.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Identify, apply, and integrate agency financial policies and directives relevant to the program
- Direct financial planning and account for associated risks
- Prepare a comprehensive program specification and the statement of objectives (SOO), or statement of work (SOW), or performance-based statement of work (PBSOW)
- Manage the proper use of funds from each appropriation, as well as interpret appropriations law and the various appropriations categories
- Manage the application of Total Life-Cycle Systems Management (TLCSM)
- Facilitate program application of common cost estimation and cost analysis techniques
- Evaluate programmatic decisions based on analysis of business cases containing both qualitative and quantitative decision criteria
- Understand program application of earned value management (EVM), the criticality of the integrated baseline review (IBR), and how to interpret the EVM indicators and resulting analysis
- Assess for merit a cost-benefit analysis, illustrating the strengths and weaknesses of associated analytical methods, and interpret the analysis results for a stakeholder review



Participants need laptops and internet access.

Course ID:

FPM 333

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"I have already recommended this course to others! Awesome class." – 2020 participant

"This class will help me manage upwards." – 2020 participant

FPM 334: Progressive Leadership in Program Management

Description

This two-day course will expand your interpersonal and mentoring skills required in complex programs. You will gain awareness of how modeling responsible and accountable behaviors relates to effective and efficient use of program resources. This course will teach you how to develop stakeholder relationships through critical thinking, problem solving, and decision making. You will gain global awareness of the linkage between organizational vision and objectives through plan execution.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Foster a work environment where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization
- Organize and participate in a mentoring program for new project and program managers
- Model well-developed oral and written communications skills and foster their development in subordinates
- Mentor individuals and integrated project teams (IPTs) to increase overall individual and team performance
- Identify programmatic problems and resolve with corrective courses of action
- Demonstrate a high level of responsibility and accountability for effective use of program resources
- Manage effective and timely stakeholder relationships that generate buy-in
- Evaluate and remain current on local, national, and international policies and trends that affect the organization and shape stakeholders' views
- Oversee the formulation of organizational objectives and priorities
- Develop a long-term organizational view that fosters a shared vision and acts as a catalyst for change

Course ID:

FPM 334

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"Provided insight into approaches. Informative, fun, and learned a lot!" – 2019 participant

"You HAVE to take this class!" – 2021 participant

FPM 418: Project Management for Contracting Professionals

Description

This three-day course will explore the distinct issues in project management that are faced by contracting professionals such as regulations, procedures, evaluation, and personnel. You will learn skills such as priority setting, personnel management, expectation setting, negotiating, simple writing, and effective communications. This course will focus on the different phases of the acquisition lifecycle: acquisition planning, contract formation, and performance and administration. You will also be introduced to the critical steps that will ensure a successful contracting process.

Learning Objectives


- Review the three domains that constitute the federal triad and how it applies to program/project management
- Describe the purpose, goals, and roles/responsibilities of the Federal acquisition system
- Describe the elements of contract formation: solicitation, evaluation, and award
- Conduct market research
- Select evaluation methodology
- Understand how CPARS should be considered during a project and how to leverage the data to create better outcomes
- Understand how the FAR impacts the management of a project
- Apply best practices to create a high-performing acquisition team
- Understand the importance and key aspects of acquisition planning
- Identify the functions needed to terminate and close out a contract

Course ID:
FPM 418

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"I will be able to use what I learned in the office. Very relevant content!" – 2021 participant

FPM 432: Agile Project Management for the Federal Environment

Description

This three-day course will introduce you to basic acquisition principles of an Agile project management environment, based on the current policies and practices of the Federal Government. You will learn about Agile as a concept of using short, highly structured project cycles called Sprints. This course will address current Federal acquisition and technology management principles and introduces a dynamic, Agile mechanism. You will come away with a broad understanding of the Agile approach, and how technology management and software development can occur.

Learning Objectives


- Learn what Agile development is and how it achieves cost effective outcomes for the government
- Identify projects that are best suited to the Agile development process
- Learn how the Agile process differs from “traditional project management” processes
- Use Sprints to create micro bursts of attainable milestones and demonstrate progress, transparency, accountability, and measurable success
- Recognize issues before they become problems
- Learn how Agile complies with the requirements of the FAR
- Understand where to find more information on the Agile process that will benefit the organization

Course ID:
FPM 432

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

FPM 511: Managing IT Projects

Description

This four-day class will prepare you to manage IT projects and programs using processes based on modular procurement. You will learn to craft a contract strategy that accommodates rapid changes in technology, multiple contractors, interoperability, and integration risk. This course will begin with strategy development, and then progress through business re-engineering, Agile development, integration, and measurement of technical performance. Compliance with IT-related Federal laws, regulations, and guidance will be highlighted throughout the course.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Implement information technology (IT) strategies and metrics to support fulfillment of agency strategic objectives
- Develop a comprehensive acquisition strategy, business case, concept of operations, and cost-benefit analysis for a contemporary IT program
- Demonstrate the principles and methods of IT capital investment analysis
- Develop change management strategies
- Comply with IT-specific Federal laws, regulations, and guidance
- Implement modular contracting methods and Agile delivery
- Apply quantitative methods of financial analysis to modular development efforts
- Use IT market research and technology awareness to stay up-to-date with industry trends and alternative technologies
- Integrate IT projects into programs and cross-agency initiatives, including dynamic schedules
- Assess the quality and applicability of prototypes and commercial off-the-shelf (COTS) solutions
- Manage, prioritize, and deliver customer-centric requirements
- Translate IT initiatives in business terms for stakeholders and set expectations
- Plan and incorporate automated-quality checking, testing, and evaluation into Agile delivery and DevOps


Course ID:

FPM 511

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

 In-person

 Virtual

Testimonials:

"This is a great refresher of PM with an introduction to the challenges with IT." – 2021 participant

FPM 512: IT Management, Security, and Performance Assurance

Description

This four-day course will prepare you to manage 21st century IT projects and programs to meet needs in the most cost-effective way possible, while maintaining privacy and security. You will learn about IT modernization programs and initiatives that are improving the customers' experience. Given cybersecurity threats, you will come to understand how risks can be mitigated to ensure mission success. This course will teach you how to enable various cloud architectures and incorporate service-level agreements and analytics into an acquisition strategy.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Ensure the agency enterprise architecture and capital planning and investment control (CPIC) process is integrated with strategic budget and planning
- Incorporate security in accordance with the Federal Information and Security Management Act (FISMA) and the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Cybersecurity
- Use the Federal Risk and Authorization Management Program (FedRAMP) to accelerate the adoption of secure cloud solutions
- Use the Trusted Internet Connection (TIC) Initiative to reduce, consolidate, and secure telecommunication connections
- Identify the need for supply chain risk assessments and recognize the cost and benefits
- Ensure inclusion of requirements for interoperability and standardization across shared services
- Protect the data layer, including record retention, storage, and data management
- Incorporate emerging technologies into a program strategy

Course ID:

FPM 512

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:



In-person



Virtual

Testimonials:

"Excellent course. I will be able to take what I learned and apply it to my job immediately." – 2021 participant



Participants need laptops and internet access.

FPM 513: IT Infrastructure and Architectural Design

Description

This four-day course will address the latest understanding of Federal IT regulation and guidance. You will learn to incorporate agile principles and best practices into the program business case and use tools to manage backlogs and forecast resource needs. You will learn infrastructure design, data life cycle management, building digital services, and cloud computing, as well as how to assess the readiness of legacy applications for cloud migration. This course will teach you how to incorporate security in accordance with the Federal Information and Security Management Act (FISMA), the new Cloud Smart Initiative, and the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Cybersecurity.

Pre-Requisites: Must satisfy the competency requirements for FAC-P/PM Mid-Level.

Learning Objectives

- Provide services that meet customer experience and contact center services expectations
- Acquire and implement IT products to support customers with special needs
- Optimize the principles, procedures, and tools of data management
- Use established standards and metrics to categorize IT systems by the level of security commensurate with risk
- Monitor IT programs for compliance with Federal laws, regulations, and guidance
- Employ modern configuration management processes and tools
- Assess legacy application readiness for cloud migration
- Incorporate service delivery metrics and analytics into plans for operations and sustainment
- Employ business intelligence tools for performance monitoring and tracking progress toward technical goals
- Review and update a program resource strategy, including capacity plans and gap analysis
- Identify and analyze the value of new technologies to meet emerging stakeholder needs
- Assess the fitness of a project and apply Agile best practices
- Engage end users throughout development and user acceptance testing


Course ID:

FPM 513

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

 In-person

 Virtual

Testimonials:

"A valuable and critical course! It enhanced my knowledge of cloud computing."— 2021 participant

Program and Project Management Electives

So you have your certificate, now what? You need to maintain it of course! To keep your certification fresh and to learn new areas essential to your position, we recommend using electives. BMRA works tirelessly with agencies to determine what electives are most needed by their departments.

There are many electives in this catalog which fulfill required credit hours. See our other discipline sections for other courses of interest or of a particular need for you or your department.

Don't see what you need here? Call us: 703-691-0868 x 22.

Talk to our business development team who are skilled in deciphering your needs and finding solutions. Whatever your need, BMRA is here to help. Perhaps you need something with a particular issue on teaming or communication for a complicated program or project. In addition, we have SMEs who are vastly knowledgeable about the marriage of PPM and specific subject areas like IT and Agile. Our instructors are also facilitators and can work with your agency or department on specific requirements. Give us a call today and see what BMRA can do for you.

Essentials of Project Management for the Non-Project Manager

Description

This two-day, elective course is designed for non-project management personnel who work on projects with project managers. This course will focus on the key elements of project management and how this role engages with other roles in the organization. Through this course, you will see the larger picture of how you work with and contribute to the overall strategy and outcomes of a project. Key to this understanding is effective communication and expectation management.

Learning Objectives

- Understand the basic concepts of the Federal acquisition process and the key planning documentation used by program managers
- Describe the roles and responsibilities of project managers across the project lifecycle
- Analyze the role of the project manager in developing and managing requirements and how this impacts other key personnel
- Justify program/project management decisions
- Learn how to build strong teams despite varying personality types


Course ID:

PMNPM-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Information Technology Acquisitions

Description

This two-day, elective course will provide you with a broad overview of IT acquisition including IT project management, best practices, performance and quality assurance, lifecycle management, and risk management. You will receive a basic overview of the Project Management Institutes' PMI PMBOK covering IT acquisition and also the current PM program control methodologies. By the end of this course, you will have learned current IT project management processes including PMBOK best practices, waterfall design reviews (WDR), SCRUM methodology, XLC process, service oriented architecture (SOA), and analysis of alternatives (AoA).

Learning Objectives

- Review IT project management techniques and models including PMBOK Life-Cycle, FAI Life-Cycle, etc.
- Practice acquisition planning by researching data and the application of Acquisition Governance
- Manage IT project performance and quality assurance
- Integrate lifecycle management and logistics approaches such as performance-based logistics and product support plans
- Use the Risk Management Framework (RMF) to integrate security and risk management activities into the system development lifecycle


Course ID:

ITA-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"I came in with no experience and learned so much. I know I will use this material as a reference and where to go for assistance." – 2021 participant



Participants need laptops and internet access.

Introduction to the Acquisition of Agile Services

Description

This three-day, elective course will address current Federal acquisition and technology management principles and introduce you to a dynamic, agile mechanism. You will understand how to apply an Agile acquisition approach to the Federal environment and how to select different Agile development methods. At the end of this course, you will have a broad understanding of technology management, software development, and contracting approaches within a new Agile environment.

Learning Objectives

- Understand the key principles of the Agile methodology
- Build and manage an effective Agile acquisition team
- Create an acquisition plan using the Agile methodology
- Determine the best contracting approach for an Agile acquisition project
- Design plans to evaluate, oversee, and manage projects that use the Agile methodology

Course ID:

INTRO AAS-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"The concepts will help me in applying it with my current contract and I will now be able to seek Agile opportunities at work." – 2019 participant

Introduction to Project Management

Description

This three-day, elective course will focus on how project managers improve program effectiveness. You will learn about the requirements development process, decision analysis methods, technical assessment, configuration management, and interface management. This course will help you to develop the comprehension and application skills needed to construct an overall acquisition strategy approach. This course will emphasize crafting an integrated approach to systems management, including developing requirements, technology and risk management, test and evaluation, and integrated logistics support.

Learning Objectives

- Illustrate the Federal acquisition process and the key planning documentation used by program managers
- Analyze the role of the program manager in developing and managing requirements
- Identify key technical management processes and tools used in systems engineering
- Evaluate the importance of the test and evaluation process in acquisition decisions
- Evaluate the use of technical performance measures
- Define and develop the foundations of a project plan
- Understand the Work Breakdown Structure Process
- Manage and control the project against the baseline
- Closeout a project effectively


Course ID:

INTRO PM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"This course will help me in performing my job better." – 2020 participant

Making Decisions Using Earned Value Management

Description

This two-day, elective course covers the essential elements of earned value management (EVM) as it is used as a tool in program and project management. This course broadly covers the key principles and tools used in developing the EVM budget matrix for important projects. Participants will also touch on accounting considerations and analysis and management reports.

The EVM process is an excellent tool to improve the planning process as it helps define the scope of work and establishes clear responsibilities for the work to be accomplished. This tool gives an integrated view of technical, schedule, and cost performance and provides advanced visibility into potential problems. It is a great tool for projects requiring accountability as it is fully transparent.

Learning Objectives

- Recognize and read a Work Breakdown Structure (WBS)
- Plan, schedule, and establish the time-phased budgets for the task
- Know how to resource load the schedule
- Understand how to interpret the contract budget base with the use of a performance measurement baseline (PMB)
- Learn the red flags for full accountability

Course ID:

MDEV-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Project Management for Administrative Professionals

Description

This two--day, elective course is designed for administrative professionals who support projects with project managers. This course focuses on the key elements of project management and how this role engages with other roles in the organization – specifically administrative professionals. Through this course, participants will see the larger picture of how they work with and contribute to the overall strategy and outcomes of a project. Key to this understanding is effective communication and expectation management.

Learning Objectives

- Understand the basic concepts of the Federal acquisition process and the key planning documentation used by program managers
- Describe the roles and responsibilities of project managers across the project lifecycle and who they interact with at each stage – planning, budgeting, launch, and closeout
- Understand team organization charts and team empowerment
- Apply learned skills that are specific to the administrative function in the project management environment
- Understand what it means to think beyond and act ahead to provide valued service to the project manager
- Manage multiple priorities and communicate the status of each for effective expectation management – what tools are on hand and are they being used optimally
- Understand the ability to influence without authority
- Understand how to use analytical tools within project management

Course ID:

PMAP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Work Breakdown Structure

Description

This one-day, elective course will provide the best practices of building a Work Breakdown Structure (WBS) and building upon the WBS to complete a schedule with activities and a WBS Dictionary to manage and control the scope. The participant will be able to identify all the tasks in a project and break the larger project down into a series of manageable and discrete tasks or work packages. This course uses engaging exercises and facilitator led discussions to further reinforce the learning objectives of this course.

Learning Objectives

- Understand the reasons for using a Work Breakdown Structure (WBS) on a project
- Recognize and read a WBS
- Develop a comprehensive WBS in graphic or outline format using the practical skills and techniques provided in the course
- Demonstrate how WBS is the basis for estimates on time, schedule, and budgeting
- Develop a Master WBS in graphic format using the practical skills and techniques provided in the course
- Apply how to integrate the WBS with other project management tools for requirements definition and quality management by using practical skills and techniques provided in the course

Course ID:

WBS-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Grants Courses

The transfer of financial assistance from Federal agencies to non-Federal entities can be a tricky subject. There are so many issues to cover from grant writing, evaluation, and management to fraud mitigation, detection, and remedy. These pre-award, award and post award activities can vary by agency, locality, and application. BMRA's skilled instructors have the experience your agency needs to address these and other top issues in Federal Government grant management. BMRA knows this area of interest is growing quickly and more courses will be coming soon.

Detecting and Preventing Fraud in Grants

Description

This two-day, elective course is focused on grants professionals and providing participants with the basic skills needed to perform fraud detection, oversight measures, and reporting, if necessary. These tools need to be in the hand of the employees who write and review grants. Fraud can appear in two forms:

1. Predators who pose as false US grants in exchange for personal information of citizens and;
2. Fraudulent applicants to legitimate US grant opportunities. Fraud can take many forms such as embezzlement, theft, bribery or false claims and statements.

This course will lay out examples and case studies for group discussion and debate. This hands-on course will help participants detect fraudulent applicants before award, and fraudulent awardees, as well as help identify scammers. This course will provide job aids with details on where to turn when fraud is suspected or detected.

Learning Objectives

- Employ technical writing methods to grant creation, learn ways to craft language that will mitigate fraud and fraudulent respondents
- As the first line of defense, coach employees to detect potential fraudulent responses
- Identify key laws and regulations that address fraud, waste and abuse, and ethical considerations in government grants
- Document and monitor the awardee's progress, costs, and management for fraudulent behavior
- Resources for suspected fraud or to detect fraud
- Identify criminal, civil, and administrative remedies for contract fraud
- Learn more about the responsibilities of entities that receive Federal grant funds


Course ID:

DPFG-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Introduction to Grants and Cooperative Agreements

Description

This three-day, elective course provides grants and cooperative agreement personnel a foundation for learning about the government grant making and monitoring process. This course uses lecture, discussion, practical exercises, and case studies to demonstrate best practices. Instructors provide a basic understanding of grants policy and procedures, describing the grant management process from concept definition through closeout.

Learning Objectives

- Understand the key stages of grant and cooperative agreement process and what general requirements are necessary for each phase
- Determine what policies and procedures govern the Federal Grant and Cooperative Agreement Program
- Understand the www.grants.gov grant application process, and OMB and HHS grant management and oversight process
- Learn the grantee application and government award decision process
- Develop basic negotiation skills utilizing grant in-class exercises
- Understand grantee performance monitoring procedures, including grantee audit requirements
- Learn the responsibilities of the government and grantee to effectively closeout grants and cooperative agreements


Course ID:

INTRO GCA-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Financial Management Courses

Whether you are DAWIA Business-FM or FAC certified with a focus on finance and budgeting, these courses will help you increase skills and obtain CLPs for your credentials. A strong practical understanding of finance is an essential skill for leaders and managers in any functional area within an agency or organization. Focused on the principles of finance and accounting, our financial management courses will help transform your ability to impact strategy and mitigate risks through data and financial analysis. Learn how new technology is opening doors for faster decision making and more accurate accountability.

The Anti-Deficiency Act

Description

This two-day, elective course is designed to provide an overview of the Anti-Deficiency Act (ADA). Included are discussions on the Federal appropriations and budget process, key features of the ADA, how to comply with ADA requirements, how to avoid ADA violations (including violations of time, amount, and purpose of appropriations), and how to investigate and/or report suspected ADA violations. Participants are given opportunities to analyze real-world scenarios through hands-on exercises in order to identify potential ADA violations and develop strategies for avoiding them within their own agencies. Selected GAO ADA reports from FY16 are reviewed and discussed to provide context for the kinds of violations that are reported as well as the administrative and/or criminal sanctions imposed on responsible individuals.

Learning Objectives

- Explain the key features of the ADA
- Describe the Federal appropriations and budgeting process
- Understand how to avoid ADA violations
- Manage ADA violations and reporting requirements
- Apply provisions of the ADA to agency situations
- Understand investigation requirements for ADA violations
- Recognize exceptions to the ADA

Course ID:

ADA-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"Took this class virtually and was not disappointed! I updated my knowledge and reached my goals." – 2017 participant

Budget and Accounting Principles

Description

This two-day, elective course helps accountants and budget analysts understand the importance of budgeting and how this process maps to the need for accuracy in accounting for the items in the budget. This course covers the primary differences between accounting and budgeting, why each is important, and what information is available as a result of each practice. This course covers the difference between the fiduciary responsibility of accountants and the program accountability of budget developers. Budgeting and accounting both have relevance in the science of business management. This course uses case studies and participant participation to demonstrate the importance of accounting and the value of budgeting.

Learning Objectives

- Understand the principles of accounting and why there is a need for accurate accounting estimates to develop good budgeting estimates
- Develop and understand the Federal budgeting process
- Understanding the importance of good accounting principles
- Define and understand key accounting and budgeting terminologies
- Understand key generally accepted accounting principles / generally accepted government accounting principles (GAAP/GAGAS) and how they map to formulation and execution or budgets
- Understand any agency-specific policies with respect to accounting and budgeting
- Learn the importance of using prior years spending amounts to determine present budgeting requirements
- Apply learned knowledge to record, classify, and interpret accounting statements and apply cross-checks to budget formulation and execution processes


Course ID:

BAP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Cost Accounting Principles

Description

This two-day, elective course discusses the basics of cost accounting and how it differs from managerial, financial, or project accounting and why it is useful to government contracting. By understanding the various costs associated with a project, program, product, or service, participants can derive ways to create efficiencies through analysis of the cost components. This tool is most often used in budget preparation, but may also be used to analyze issues with where money is actually being spent.

Participants will be made familiar with the primary methods of cost accounting including standard costing systems, activity based costing, throughput accounting, and Cost Volume Profit (CVP) analysis. They will also be given an overview of the major cost accounting systems on the market today. Attendees are encouraged to know which system is used in their office and bring questions.

Learning Objectives

- Determine fixed and variable costs associated with a product or service
- Use fixed and variable costs to determine the break-even point (BEP) or the product or service
- Understand direct and indirect costs
- Provide detailed cost analysis of cost drivers
- Apply cost accounting techniques to a sample scenario to determine which costs are allocated to which product or project. Perform cost analysis on the costs to determine the BEP


Course ID:

CAP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Federal Budget Process

Description

This two-day, elective course explores the major phases and timing of the Federal budget process; principal participants and their roles; current issues affecting congressional actions; and how the budget is reviewed and audited. Each offering includes specific budget processes and information.

Learning Objectives

- Identify major legislation that impacts the Federal budget process
- Track the budget timeline and the phases of the budget process
- Identify the roles of the major players in the budget process
- Outline how agencies use and track their allocated funds
- Explain how agency budgets are prepared and how they contribute to the President's Budget
- List the types of audits used after the budget has been executed
- Quantify the size and scope of the present budget
- Identify trends in Federal spending during the last 50 years


Course ID:

FBP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

"Great info and real life scenarios overall." – 2019 participant



Participants need laptops and internet access.

Fiscal Law in the DoD

Description

This two-day, elective course introduces participants to the purposes and principles of Federal fiscal law. It blends lecture, case studies, and participant participation in a way that engages and challenges participants, while maximizing the exchange of both practical and theoretical information. The participant text provided is excerpted primarily from the GAO's Red Book, Volumes I, II, and III, and the cases cited herein are all searchable by case number or decision number as referenced.

Learning Objectives

- Recognize the terminology and basic principles of fiscal law
- Understand the legal availability of appropriations as to purpose, time, and amount
- Explain the process of appropriating funds, and how agencies receive their funding
- Locate, interpret, and apply fiscal law principles or regulations applicable to the Federal Government to determine an appropriate course of action
- Know what constitutes a legal obligation
- Apply the correct course of action when funds need to be reprogrammed or transferred, or when laws are in conflict or unclear
- Understand the financial responsibilities of accountable officials

Course ID:

FISCLAW DOD-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"I learned more in the first 3 hours than I did in prior 5 day courses." – 2019 participant

Fundamentals of Budget Formulation and Execution

Description

This four-day, elective course helps financial managers and budget analysts understand the importance of having accurate budget formulation and a solid execution strategy. This course walks through the relevant legislation and financial principles associated with proper budget formulation. Using best practices and collaborative tools, a good budget formulation lays the foundation for excellent execution strategies. The execution phase of budgeting covers distribution of funds, accounting, accountability, and red flags. Participants learn the skills necessary to ensure agency compliance with legislation and agency policies on budget formulation and execution.

Learning Objectives

- Learn the key terminology and elements of the Federal budget process
- Understand the applicable legislation governing Federal budget formulation
- Explain the Federal budget process
- Understand any agency-specific policies with respect to budget formulation
- Understand the importance of and key features of an excellent budget formulation
- Determine what constitutes a good budget formulation
- Understand the steps to transition from formulation to execution of a budget
- Apply best practices when enforcing a solid execution strategy
- Understand the roles in the budget formulation and execution phases


Course ID:

FBFE-EL

Length: 4 Days

Continuous Learning Points (CLPS): 32

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Internal Controls

Description

This one-day, elective course helps managers understand their responsibilities for assessing internal controls and performing internal control activities. Participants learn the skills necessary to ensure agency compliance with requirements under relevant laws and regulations, including the Federal Managers' Financial Integrity Act and Government Accountability Office (GAO) standards of internal controls.

Learning Objectives

- Understand internal control
- Understand the legal requirements for internal control
- Identify the most common internal controls
- Discuss and apply the five components of internal control
- Apply internal controls to performance of a mission
- Conduct a management control review
- Learn the best internal controls practices and implementations


Course ID:

INT CON-EL

Length: 1 Day

Continuous Learning Points (CLPS): 8

Modality:

 In-person

 Virtual

Testimonials:

"Case examples were very good. Having both a textbook and my agency's customization was really helpful." – 2019 participant

Human Resources Courses

BMRA is just scratching the surface with HR training, but we thought we would start with the all-important planning for retirement. Watch this area in the coming months for more courses that will assist you in navigating the terrain of government human resources.

Retirement Planning

Description

This three-day, elective course provides the framework for Federal employees to learn about Federal retirement benefits and how they apply to their specific situation. Many Federal employees find it difficult to fully understanding Federal retirements benefits. Classes are very interactive, with the instructors available before and after class to discuss individual retirement questions.

Learning Objectives

- Plan for a smooth transition into the civilian workforce
- Achieve an overview of all Federal retirement benefits
- Understand eligibility requirements for Federal retirement
- Recognize special considerations for certain Federal groups like law enforcement, foreign service officials, and air traffic controllers
- Determine what the best Survivor Benefit Plan option is for a particular situation (retired military, spouse retirement impact, thrift savings, and 401K)
- Understand Employee Health Benefit plan and eligibility in retirement
- Address Thrift Savings Plan withdrawal concerns
- Begin financial planning for retirement.

Course ID:

RET PLAN-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Leadership and Professional Development Courses

We are seeing a much greater increase in agencies looking for leadership and professional development courses to help round out the technical training for their employees. We are answering that demand with several new courses in this area, as well as bringing in instructors and facilitators with coaching, Myers Briggs (MBTI), Thomas Kilmann Instrument (TKI), and DiSC® assessment credentialing. These powerful tools will not only help individuals, but also entire departments if applied correctly. Adoption starts at the top, so before you recommend your people take these courses – take them yourself first!

Briefing and Presentation Skills

Description

This three-day, elective course will provide you with the know-how to deliver effective briefings and presentations that resonate with audiences large and small. A briefing or presentation requires more than just speaking to an audience, thoughtful organization of topics and ideas while keeping audiences engaged is at the heart of every impactful briefing or presentation.

Learning Objectives

- Utilize multiple tactics to brainstorm briefing and presentation topic organization
- Explore multiple delivery types and which one works best for different briefing and presentation situations
- Engage audience members through the use of industry-best practices
- Develop a natural demeanor for a more effective briefing or presentation
- Determine ways to overcome unplanned occurrences or “think on your feet” moments during a briefing or presentation
- Assess different audience types and the role that plays in a briefing or presentation
- Design and execute an effective briefing or presentation

Course ID:

L-REFMF

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Communicating Up, Down, and Across Organizations

Description

This two-day, elective course is designed for business professionals from all disciplines (contracting, IT, program and project management, grants, leasing, legal, etc.). There is a difference when communicating with peers vs. subordinates vs. superiors. If you want the best results, you need to apply techniques geared to how people act and react to communication styles. This course uses practical examples and engaging role playing to enhance the tools being discussed. Participants will be expected to actively participate in exercises and demonstrate application of knowledge through classroom presentations and mini learning segments. This course recommends the use of Everything DiSC Workplace® assessments. Everything DiSC Workplace® can be used with everyone in an organization—regardless of title or role—to help participants understand and appreciate the communication styles of the people they work with. The result is more effective and productive working relationships. Everything DiSC Workplace® focuses on discovering your DiSC® style, understanding other styles, and building more effective relationships.

This course requires the use of a BMRA instructor with DiSC® facilitation credentialing.

Learning Objectives


- Learn the DiSC® styles and understand the styles of those of coworkers
- Apply the knowledge of personal DiSC® styles to influence situations and outcomes through effective language
- Understand the value and use of message, messenger, and mode
- Use the learned tools to create scenarios and plan the outcomes of the message delivery types
- Apply learned methods to foster conflict resolution, make breakthroughs and motivate others up, down, and across the organization
- Understand vulnerabilities in high-performing teams
- Strengthen skills in active listening, providing feedback, and empathy
- Learn how to develop a communication plan
- Analyze personality types, emotional intelligence, and team culture

Course ID:
CUDAO-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Critical Thinking and Problem Solving

Description

This three-day, elective course presents a structured approach for tackling problems, opportunities and decisions that will ultimately help participants get better results—whether they are innovating, managing crises, or planning for the future. The course addresses the five types of critical thinking needed in business environments: strategic thinking, tactical thinking, analytical thinking, innovative thinking, and implicative thinking. It also teaches a proven five-step process for responding to business problems and opportunities. Through exercises, participants will practice using these different thinking approaches to achieve maximum results. Participants will also have the opportunity to apply these concepts to a specific problem or opportunity from their own business environment, share newly learned approaches with classmates, and give and receive feedback on those approaches.

Learning Objectives

- Use different thinking approaches at different times to yield better results
- Generate innovative responses to business problems and opportunities
- Assess thinking style preferences
- Think in the present to prepare for the future
- Determine the root cause of business problems and opportunities
- Apply different types of thinking for improved analysis and problem solving
- Assess possible responses accurately to select an optimal response
- Design and execute appropriate action plans

Course ID:

CTPS-EL

Length: 3 Days

Continuous Learning

Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

“Using learned skills from this class will help me in my decision making and analysis.” – 2019 participant

Emotional Intelligence

Description

This three-day, elective course emphasizes the practical application of emotional intelligence (EI) concepts. EI competencies are at the heart of effective workplace relationships and productivity. EI is a proven leadership skill that can be learned, and EI is an integrated set of skills that underpin highly effective, fast-reacting, and innovative people and organizations.

Learning Objectives

- Understand and practice the emotional intelligence (EI) skills that are the core of achieving personal awareness, connecting with others, managing stress, engaging in healthy conflict and collaboration, and exhibiting resilience and optimism
- Recognize key moments and situations that shape professional behavioral responses and use learned EI tools to yield optimal outcomes
- Integrate the EI skill of empathy to promote strong team collaboration and communication
- Implement EI insight skills to improve decision making and professional contributions in the organization and in personal life

Course ID:

EMOT INTEL-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Establishing a Business Mindset

Description

This three-day, elective course is a participant-centric, facilitator-led course which outlines the elements of leadership in a business environment by discussing traits, theories, and styles of leadership. Branding, motivation, and inspiration are also discussed, and participants will have activities focused on developing their personal brand, personal leadership stories, and their business mindset. The remainder of the class is focused on materials available from MIT's Sloan School of Management Case Studies and Management Simulation Game. Participants will use a business perspective, not a government perspective, to discuss the case studies.

Learning Objectives

- Define leadership and what traits make up an effective leader
- Learn effective and ineffective leadership styles
- Understand the difference between management and leadership
- Gain brand association and learn to build a personal brand
- Learn about the motivation and inspiration of leaders, Maslow's Theory of Motivation
- Address common leadership theories and styles
- Develop and improve a business mindset


Course ID:

EBM-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:

 In-person

 Virtual

Testimonials:

"I highly valued the activities and group presentation aspect." – 2019 participant



Participants need laptops and internet access.

Government Technical Writing

Description

This two-day, elective course provides technical writing guidance and sets standards for creating logical and professional written material, as well as describes the process of writing good documentation. The guide is designed to be read from beginning to end, and to be used as a reference guide after the course is concluded.

Learning Objectives

- Understand ethical obligations as a writer such as plagiarism
- Recognize appropriate writing styles for government audiences
- Identify intended audience and develop content based on their needs
- Differentiate between passive voice and active voice
- Write clear, well-organized, well-structured sentences
- Assess a document for clarity, completeness, readability (conciseness)
- Apply effective editing techniques
- Understand the organization and flow of both content and structure
- Understand documentation formatting and organization techniques

Course ID:

GTW-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"A good starting point to improve writing skills through accommodating and practical assignments." – 2019 participant

How to Communicate with Diplomacy, Tact, and Credibility

Description

This two-day, elective course is designed for government professionals who wish to advance their credibility, career standing, and confidence using diplomatic techniques. Diplomacy can be used for conflict resolution: influencing peers, subordinates, and leaders, and creating a personal image of being someone who can always find the “win-win” in a situation. This course will use case studies and application of the techniques through role playing and audience/instructor critique.

Learning Objectives

- Understand the history of diplomacy and the significant uses of this technique in world events
- Demonstrate the main techniques of diplomacy as applied to business scenarios
- Apply the main techniques of diplomacy to project confidence, use tact, and gain credibility
- Know when authority is granted to act as the diplomatic role – or – understand when authority is not granted
- Practice receptive listening skills and communicating with difficult people
- Learn negotiation and persuasion techniques

Course ID:

CDTC-EL

Length: 2 Days

Continuous Learning

Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Leadership and Communication Skills

Description

This three-day elective course examines the leadership skills necessary for contracting professionals to succeed in their careers. Paramount to being an effective leader is being focused and being able to communicate that focus to others. Setting parameters, goals, roles and expectations, making clear use of language to best broadcast your initiatives and desired outcomes are keys to leadership success. In the contracting profession there are many situations where leadership and communication are key; think of the contracting officer (CO) and contracting officer's representative (COR) relationship as a prime example. This engaging course will illustrate the prime skills a contracting professional requires for success and how you can begin using these tools today for results.

Learning Objectives

- Apply leadership skills to complex project management issues
- Apply a senior Government leader perspective
- Successfully identify various methods of motivating and alleviating employee stress for individuals who are dealing with constant change in the working environment
- Identify and apply conflict management strategies in a team environment
- Develop a clear message focused on the mission with common values to drive the team in the same direction
- Identify stakeholders and use methods to build consensus within disparate groups

Course ID:
LCS-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

"This was very helpful for future use when relating to my employees." – 2019 student

Leading and Managing High Performing Project Teams

Description

This two-day, elective course covers the qualities needed for project teams to produce high-quality content and work efficiently with each other. Clarity of vision, communication distinction of roles, and process definition are a few of the must haves for project success. How these facets are implemented are what turn a well-functioning team into a high-performing team. This also includes the introduction of automation processes and technology to help manage processes and automated routines.

Learning Objectives

- Define a high-functioning project team
- Break down tasks and roles to explore efficiencies (unearth inefficiencies) and potentials for process streamlining or system automation
- Define clarity of roles within a team to create the best outcome
- Explore the best technology solutions (that may already have in the office!)
- Demonstrate a high-performance team model and the elements of success
- Understand leadership focus areas that build high-performing teams
- Use communication styles that achieve the best results
- Create and maintain trusting relationships in teams
- Knowing a project's purpose and vision to align team values and goals

Course ID:

LMHPPT-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Managing Multiple Priorities

Description

This two-day, elective course is designed to provide an overview of strategies that a busy professional can use to balance a series of high-demand tasks while handling multiple, urgent priorities. Today's career experience is inherently dynamic and ever-changing. New requirements, modifications, meetings, contractor performance reviews, agency priorities, supervisor priorities, contract oversight. How to prioritize and choose where to focus efforts and resources?

Learning Objectives

- Understand strategies for very busy people
- Explore multiple priority setting methods
- Apply priority management techniques
- Identify priority setting criteria
- Organize a must do and to do list in class
- Create a personal productivity assessment
- Work for multiple bosses
- Solve frequent, predictable problems
- Thwart top time wasters
- Handle work overload and unrealistic timelines – managing the manager

Course ID:

MMP-EL

Length: 2 Days

Continuous Learning Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

"The examples were effective and I know how I can immediately apply the learned skills at my organization." – 2019 participant

Project Leadership and Communication

Description

This three-day, elective course explores different types of project leadership and how to produce the best outcomes based on the chosen type of leadership styles. Typically, small projects have a single manager, and larger projects often have a team or multiple interested parties – some of whom may be from different branches of the same agency. This course analyses the various leadership styles that work best in the typical scenarios associated with projects both large and small. Great communication practices start at the top. The better a leader communicates to a team, the more efficient they are at staying on track, increasing understanding of objectives and deliverables. This also helps ensure a clear direction with defined roles and responsibilities, leading to better, faster, and typically cheaper results.

Learning Objectives

- Apply leadership skills to complex project management issues
- Apply a senior government leader perspective
- Successfully identify various methods of motivating and alleviating employee stress for individuals who are dealing with constant change in the working environment
- Learn what information to share with the team and what needs to be kept in confidence
- Use leadership communication skills to engender respect and ensure team members active and positive participation in the project

Course ID:

PLC-EL

Length: 3 Days

Continuous Learning Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

“Great content and videos! I can use this material in the future to relate to my employees.”
– 2019 participant

Project Team Building

Description

This three-day, elective course explores what makes teams work. How to build a team of disparate views around a single goal? Team building begins at the top. Choose leaders wisely and follow the principles of good teams, including establishing a common mission, defining roles and responsibilities to gain buy-in, ensuring responsible oversight, leveraging skillsets, building a culture of trust, and communicate, communicate, communicate! In this course, participants will learn the philosophies of how to make team members feel valued and valuable through active engagement strategies and getting the team to “row in the same direction.” Participants will learn how to use the project or program as a driving force to unify team actions and deliverables.

Learning Objectives

- Learn how to recognize talents of the team
- Manage expectations inward, upward, and outward
- Recognize non-contributors and how to turn them into performers
- Apply leadership skills to create a dream team
- See opportunities in changes
- Know how to identify needs of the team and how to hire the best talent to fit the culture or vibe of a team

Course ID:

PTB-EL

Length: 3 Days

Continuous Learning

Points (CLPS): 24

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Responding to Conflict: Strategies for Improved Communication

Description

This two-day, elective course is designed for business professionals from all disciplines (contracting, IT, program and project management, grants, leasing, legal, etc.) who wish to have many tools with which to respond to conflict. This course recommends the use of the Everything DiSC® Productive Conflict tool for self-assessment and cross assessment of those on adjacent functional teams. Everything DiSC® Productive Conflict helps learners improve self-awareness around conflict behaviors. Rather than focus on the step-by-step process for conflict resolution, Everything DiSC® Productive Conflict helps learners curb destructive behaviors so that conflict can become more productive, ultimately improving workplace results and relationships. By increasing self-awareness around conflict behaviors, Everything DiSC® Productive Conflict helps learners effectively respond to the uncomfortable and unavoidable challenges of workplace conflict. This course requires the use of a BMRA instructor with DiSC® facilitation credentialing.

Learning Objectives

- Explore the destructive and productive conflict behaviors of each DiSC® style
- Develop understanding of participants' own DiSC® style and those of team members
- Understand how to manage their response to conflict situations
- Discover communication strategies when engaging in productive conflict with colleagues
- Learn how to develop post-conflict to strengthen relationships and grow opportunities
- Exploring active listening and empathy
- Develop communication skills and how to give feedback

Course ID:

RC SIC-EL

Length: 2 Days

Continuous Learning

Points (CLPS): 16

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Leasing and Real Estate Courses

The Federal Government owns about 640 million acres of land and leases over 376.9 million square feet of space in 9,600 buildings in more than 2,200 communities nationwide

(<https://www.gsa.gov/real-estate/gsa-properties>).

That's a lot of leases! We need lease contracting officers (LCOs) who really know their stuff. That is where BMRA comes in. BMRA is the vendor of choice for GSA LCO training.

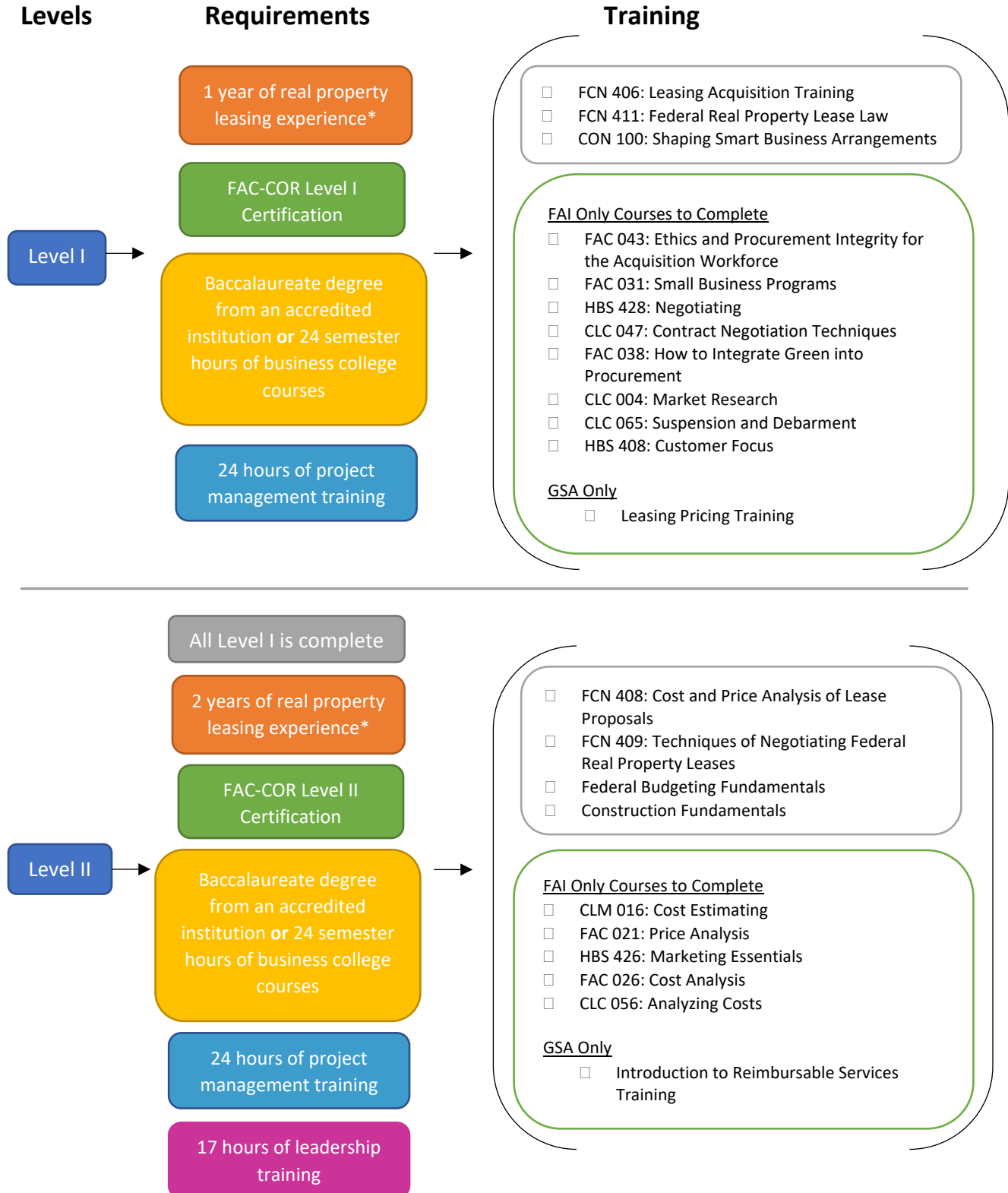
Don't see what you need here? Call us: 703-691-0868 x 22.

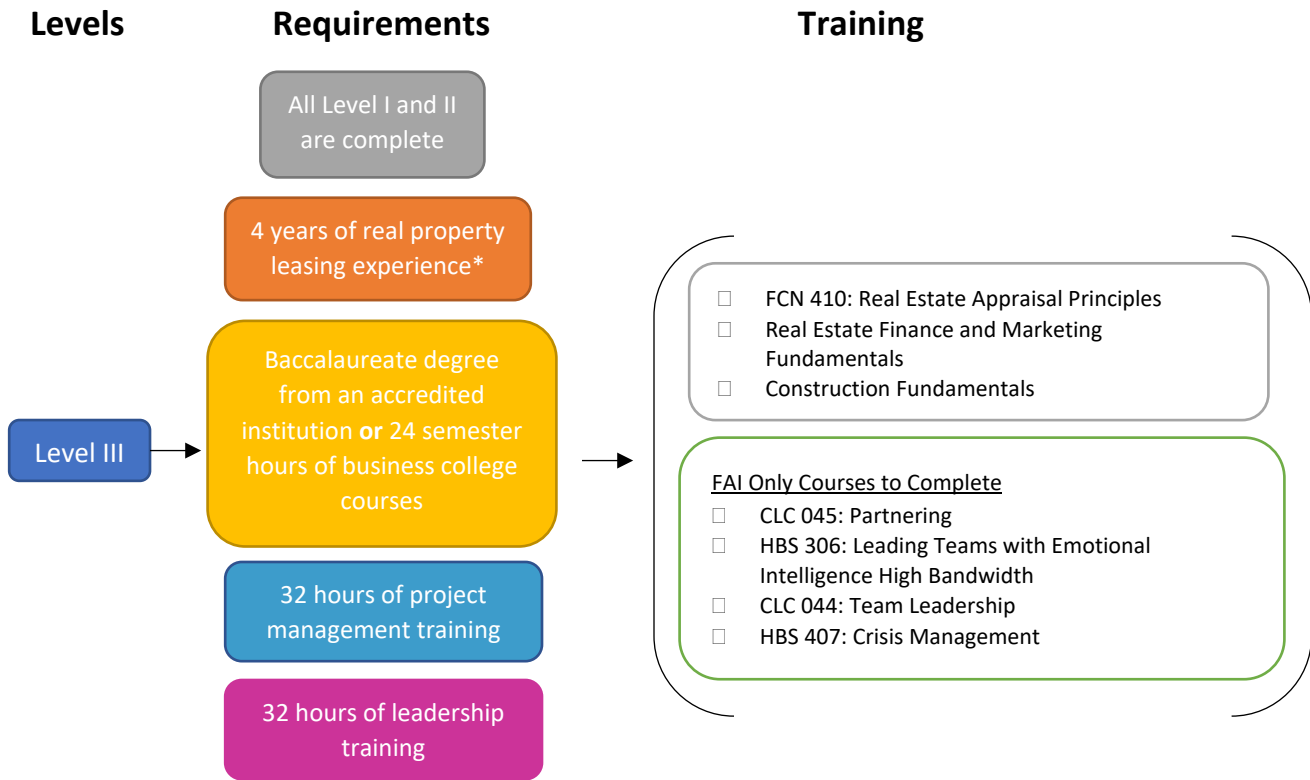
Talk to our business development team who are skilled in deciphering your needs and finding solutions. Whatever your need, BMRA is here to help. Perhaps you need a course in emergency and disaster property acquisition and management or disappearing military bases due to climate change. Our skilled and experienced instructors are up to the task of walking through your toughest real estate challenges and giving you the tools to perform the needed actions. Give us a call today and see what BMRA can do for you.

Leasing Warrant Certification Roadmap

Participants should check with their ACM for any particular course requirements for their agency.

* Based on the GS-1170 Qualifications Standard





FCN 406: Lease Acquisition Training (LAT)

Description

This five-day course is designed to provide participants with the basic, practitioner-level training in the lease acquisition process used by GSA. The participants will use GSA-approved case study exercises that address the entire lease acquisition process from requirements development through tenant improvement and acceptance to lease contract file management.

Learning Objectives

- Understand the GSA regulatory process, especially the GSA Lease File Checklist and Lease Desk Guide
- Understand the lease acquisition process:
 - Requirements/pre-solicitation
 - Establishing an acquisition plan
 - Market survey process
 - Solicitation process
 - Evaluation of lease proposals
 - Pre-award/award
 - Lease building design of the space
 - Tenant improvement negotiations
 - Construction monitoring and acceptance
- Understand lease models used by GSA and alternative lease strategies

Course ID:

L-LAT

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"This was one of my best classes after 4 years at GSA! The training was invaluable." – 2019 participant

FCN 408: Cost and Price Analysis of Lease Proposals

Description

This five-day course tackles one of the more difficult tasks lease contracting officers (LCOs) undertake in analyzing lease proposals from a cost and price perspective. Participants learn, using realistic scenarios, how to evaluate lease proposals, negotiate lease terms, properly contract and monitor lease buildouts, and use cost inputs in evaluating the technical portion of proposals.

Learning Objectives

- Understand the meaning and purpose of contract pricing and types applied in leases
- Review the requirements for performing a correct market analysis related to leases
- Determine the important aspects of government lease requirements in analysis of a solicitation
- Evaluate price or cost in a lease offer
- Understand important technical factors included in a lease proposal
- Proper preparation and analysis in lease negotiations
- Defining and understanding of different lease models, tax implications, and succeeding leases

Course ID:

L-CPALP

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"The best! It was informative and provided me with a good experience." – 2019 participant

FCN 409: Negotiating Federal Real Property Leases

Description

This five-day course provides participants with the basics in lease contract negotiation techniques. This includes specific course information about lease negotiations to include competition range determinations, development of a negotiation plan, how to properly conduct discussions with lessors, and what techniques can be used in a noncompetitive lease situation. This course also includes casework on the importance of market research and analysis, types of leases and how they are negotiated, content and structure of the RLP package, and negotiation basics.

Learning Objectives

- Discuss how LCOs can properly prepare for Negotiations
- Determine what LCOs should and shouldn't exchange prior to negotiations, tailoring negotiations, tradeoff methods, profit as an element, fair annual rent factors, and researching for fact finding
- Determine how to successfully negotiate a non-competitive lease that is fair to both the government and the lessor. Included in this objective are understanding of rent cost elements, responsibilities of the principle negotiator, and face to face negotiation techniques
- Apply proper procedures for documenting negotiation results in a price negotiation memorandum (PNM)
- Apply competitive discussions as a form of negotiations in lease acquisitions
- Understanding how to communicate assessment results, including tradeoff assessments, utilization of past performance, relationship between price and technical evaluations, and how to obtain interim proposal revisions
- Use negotiations in other lease types like the simplified lease model and succeeding and superseding leases
- Proper negotiation techniques in lease post award efforts


Course ID:

L-NFRPL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

 In-person

 Virtual

Testimonials:

"I learned how to be a better negotiator while earning my credits towards a warrant." – 2019 participant

FCN 411: Federal Real Property Lease Law

Description

This five-day course will explain the genesis of lease law and discuss the legal implications of the solicitation process. This course will also detail the dispute resolution process, legal principles involved in contract interpretation, and the legal implications of leasing clauses. Included in this course is an understanding of why lease law exists and how it is properly applied, use of lease law in the solicitation process, legal implications of common GSA lease clauses, and the concept of damages and remedies.

Learning Objectives

- Understand the foundations of lease acquisition law, what are common law leases, elements of a valid lease, and current lease law principles
- Apply lease law during solicitations
- Understand the impact of lease reform on lease law
- Determine the impact of the Lease Law on Lease Acquisition models
- Understand how to properly prevent protests and if filed, how to defend against
- Comprehend the ethics and integrity requirements of lease contracting officers (LCOs)
- Determine what fiscal law statutes apply to lease acquisitions
- Ascertain legal aspects of lease administration to include monitoring contractor performance, management of change orders and unauthorized commitments, novation agreements, estoppels, and lease interpretations

Course ID:

L-FRPLL

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

"All GSA Lease Associates should take this course."

"I thought the course/material and discussions were great!"

– 2019 participants

FCN 412: Lease Administration

Description

This five-day course provides a general overview of how to properly prepare for, document, and administer GSA Leases from an oversight and performance perspective. The participant will understand how to take the lease administration steps needed using the GSA Circulars, Leasing Desk Guide, and Lease File Checklist. Numerous audits have found that lease files are not properly maintained, and realty transactions not properly supported. Therefore, lease contracting officers need to understand the entire lease and realty acquisition process from pre-award to contract completion and closeout.

Learning Objectives

- Understand the purpose behind maintaining well documented lease contracting files. Included will be a general discussion of the elements of a well-documented lease file and the necessary steps to properly document lease acquisitions
- Comprehend how to properly prepare for lease administration. Identifying the lease type, knowledge of lease clauses to be used, buildout requirements, and different steps in the pre-award and post-award administration
- Learn how to properly apply a lease checklist. For example, reviewing leases for safety requirements, buildout specifications, service responsibilities, etc.
- Determine what are the proper requirements needed for lease post award administration and how LCOs should work with all parties involved to ensure that lessees receive the intend services
- Understand how to correctly document contract files, prepare price negotiation memorandums, reference contract documents back to GSA requirements, file contract documents in accordance with contract file table of contents, track contract performance to a project schedule, keep all stakeholders informed of the contract performance, finalize lease documents, and terminate a lease contract and moveout


Course ID:

L-ADMIN

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:

 In-person

 Virtual

Testimonials:

New course! Includes up-to-date material.

Federal Lease Refresher

Description

This five-day, elective course focuses on the specialized skills of Federal leasing professionals. This course is a good opportunity to review current leasing forms and procedures. Participants will review lease models and look at the acquisition process from beginning to end, leaving them with renewed confidence in their knowledge of the Federal leasing process.

Learning Objectives

- Explain the basis for leasing authority and the foundation and beginning of the leasing process
- Describe the General Services Administration (GSA) lease models
- Describe the leasing procedures
- Discuss the various methods of determining fair and reasonable rents
- Evaluate offers and negotiate, award, and administer leases
- Obtain alterations and repairs
- Discuss socioeconomic considerations and standards of conduct

Course ID:

L-REF

Length: 5 Days

Continuous Learning

Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.

Real Estate Finance and Marketing Fundamentals

Description

This five-day, elective course is intended to provide government leasing professionals with the ability to analyze the financial viability of real estate investment opportunities. The skills learned here will help participants to understand the best investment opportunities for the benefit of the government. The course provides a complete toolkit to perform a comprehensive financial feasibility analysis. This broad view of the financial elements of real estate combined with the fundamentals of real estate marketing will serve as a powerful combination for government professionals who are responsible for substantial real estate contracts.

Learning Objectives

- Grasp basic accounting concepts and understand how good accounting practices provide for accurate lease payment assessments and contract oversight
- Understand the importance of real estate financing and purchase decisions
- Comprehend the principles of time value of money (TVM). Know how net present value (NPV) and future present value (FPV) effect the actual cost of a lease
- Determine how the internal rate of return (IRR) is used in capital budgeting to estimate the profitability of a potential real estate investment. Utilize this calculation to help assess how much lessors should receive in annual lease payments
- Know how to compute the estimated cost of real estate using replace costs, appraised costs, and perceived investment value
- Comprehend basic real estate market fundamentals and what drives real estate purchase prices and lease costs
- Understand where reliable real estate market information can be obtained
- Determine how to conduct proper market research for a GSA lease, including utilizing market base, potential discounts, and premiums to establish proper negotiation objectives

Course ID:

L-REFMF

Length: 5 Days

Continuous Learning Points (CLPS): 40

Modality:



In-person



Virtual

Testimonials:

New course! Includes up-to-date material.



Participants need laptops and internet access.

Pricing Schedule

General Services Administration

Federal Supply Service

Authorized Federal Supply Schedule Price List

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!™ at

<http://GSAAdvantage.gov/>.

Professional Services Schedule (PSS)

FSC Group: 874

Contract #: GS-02F-0185N

For more information on ordering from Federal Supply Schedules, click on the GSA Schedules link at

<http://www.gsa.gov/portal/category/100611>.

Contract Period: August 21, 2018 through August 20, 2023

Price List Effective: February 1, 2016

Contractor: Business Management Research Associates, Inc.
9817 Godwin Dr., Suite 202
Manassas, VA 20110
Phone: (703) 691-0868
Fax: (703) 691-2731
<http://bmra.com>



BMRA is a service-disabled veteran-owned small business (SDVOSB) verified and certified by the Veterans Administration under the Center for Veterans Enterprise (CVE).

Vets First program: <https://www.va.gov/osdbu/verification/>

